

**DoD Office of Small and Disadvantaged Business Utilization  
Mentor-Protégé Program**

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**Preliminary Report on the DoD  
Mentor-Protégé Program**

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Results of the Survey of the DoD Mentor-Protégé Files



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## Executive Summary

In March 1998 the General Accounting Office (GAO) issued a report on the results of its review of the DoD Mentor-Protégé Program. This report (GAO/NSIAD-98-92) concluded that an earlier survey of program participants, conducted by the DoD Office of Small and Disadvantaged Business Utilization (OSADBU) did not produce sufficient information to enable GAO to draw conclusions regarding the overall extent to which the program is achieving the purposes for which it was established.

As recommended by the GAO, the Department is proceeding with efforts to strengthen the annual performance review process to obtain reliable information upon which to draw these conclusions. In the interim, however, a review of existing data on 226 mentor-protégé agreements was conducted. These agreements include all those, which were approved for participation between FY1994 through FY1997. The data were gleaned from a variety of sources including annual performance reviews conducted by Defense Contract Management Command and direct responses from mentors and protégés.

This file review indicates that firms participating in the program have experienced significant growth. Specifically, among the agreements reviewed:

- there was a ***net gain of 3,342 jobs*** within protégé firms;
- there was a ***net revenue gain in excess of \$276 million*** within the protégé firms; and
- mentors reported ***an additional \$695 million in subcontract awards to small disadvantaged business firms*** during this period.

Protégé firms received new technology, improved quality assurance systems (including ISO9000 certifications in some cases) and business infrastructure support. Mentor firms reported value accrued to them as the direct result of developing a technically qualified and more competitively priced supplier base for DoD requirements. As mentor firms restructured and downsized they often formed strategic alliances with protégé firms for the specific purpose of outsourcing functions previously performed in-house. Similarly, the DoD gained by having an increased number of cost-effective, technically qualified small business sources for Defense prime contracting as well as subcontracting requirements. While not every agreement is an unqualified success, it is apparent from the following analysis that significant benefits have accrued to mentors, protégés and the Department of Defense.

# Survey of DoD Mentor-Protégé Files

In an effort to gain information to assess the impact of the DoD Mentor-Protégé Program (MPP), in 1996 the DoD Office of Small and Disadvantaged Business Utilization (OSADBU) conducted a survey of all mentors and protégés which had participated in the program from its inception. The survey questionnaire was ambitious in the volume of statistical and narrative information requested. The level of response to the questionnaire was disappointing; nonetheless, much valuable information was obtained, enabling the DoD OSADBU to refine program management, oversight, and outreach.

During the recent GAO review of the DoD MPP, the GAO expressed dissatisfaction with the results of the survey for two reasons:<sup>1</sup>

- the survey had a response rate of approximately 60 percent of mentors and 40 percent of protégés. This was below the 75 percent response rate that the GAO maintained was an “effective response rate”; and
- “OSADBU has not conducted a systematic analysis of why non-respondents did not participate in the survey to assess any patterns for lack of participation as compared to the respondents.”

GAO concluded that the survey could not be utilized effectively to measure the impact of the program (even if additional responses were received). GAO recommended that DoD, instead, strengthen the annual program performance review process. DoD is proceeding with efforts to do so.

In the interim, DoD OSADBU has conducted an extensive data gathering exercise to obtain information, which may be valuable in determining the effectiveness of the program. The form, reprinted as Appendix I to this report, was used to record the data obtained as the result of a complete review of all documentation available on a given agreement. The form is divided into two parts—a statistical section and a narrative section.

The statistical section seeks to quantify the impact of the MPP on mentors and protégés in terms of the number of jobs created, change in gross revenue within the protégé firm, and the dollar value of subcontracts they received from either the mentor firm or another DoD prime contractor.

The narrative section is an attempt to gather the types of assistance provided to the protégés by their mentors. Data from this section are divided into seven categories:

- Type of assistance provided;
- Use of Historically Black Colleges and Universities (HBCU), Minority Institutions of Higher Education (MI), Procurement Technical Assistance Centers (PTACs), and Small Business Development Centers (SBDCs);

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<sup>1</sup> “Defense Contracting: Sufficient, Reliable Information on DOD’s Mentor-Protégé Program Is Unavailable,” GAO/NSIAD-98-92, United States General Accounting Office, March 1998.

- Certifications received;
- Technical capabilities realized or enhanced;
- Enhancements to the business infrastructure;
- Access gained to new markets; and
- Other miscellaneous information.

Various reports and documents were used as a source for these data. These included:

- Performance Reviews conducted by Defense Contract Management Command (DCMC);
- Mentor and Protégé responses to the original survey;
- Nominations for the Nunn-Perry Award (recognizing outstanding mentor-protégé agreements);
- Performance reports submitted by mentors; and
- Standard Forms (SF) 295 with attachments submitted by the mentors semi-annually.

The completeness of the data with regard to each agreement varied. In an attempt to supplement the data from the files, mentors and protégés were directly contacted by telephone to fill in the gaps. A considerable amount of additional information was gained.

A total of 226 agreements were reviewed. These files, as a minimum, encompassed all agreements approved between FY1994 through FY1997. The mentor and protégé companies that entered into those agreements are listed in Appendix II to this report. Because some file summaries were not complete in all fields, the number of reports that were usable for a particular analysis varied. For instance, in the two important categories of jobs created and revenue generated at protégé firms, the data was comprised as follows:

- For employment gains, there were 177 usable file summaries out of the 226 total agreements, a usability rate of 78.3% which is above the 75% response rate desired by the GAO;<sup>2</sup>
- For the change in total revenue at the protégé firms, there were 159 usable file summaries generated. This is 70.4% of the 226 total agreements, which is below, but close to, the GAO's preferred threshold.<sup>3</sup>

The remainder of this report presents the results of the analysis of the data gathered from this survey of MPP files.

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<sup>2</sup> *Developing and Using Questionnaires*, GAO/PEMID-10.1.7, United States General Accounting Office, October 1993.

<sup>3</sup> All statisticians would not necessarily agree with 75% as a threshold for the needed sample size. For instance:

“the survey administrator will never require a sample size in excess of 50% of the total population that a sample represents.”

*Designing and Conducting Survey Research: A Comprehensive Guide*, Louis M. Rea and Richard A. Parker, Jossey-Bass Publishers, San Francisco, 1992, page 134.

# Analysis of the Results of the Survey

The DoD MPP provides incentives to major Defense prime contractors to mentor small disadvantaged business concerns and qualified organizations that employ the severely disabled. The objective is to develop the capabilities of these entities through the provision of appropriate technical and business developmental assistance to enable them to more effectively participate as suppliers and subcontractors for the DoD, other Federal government or commercial contracts. Each agreement is tailored to the needs of the protégé and the capabilities of the mentor.

This report provides quantitative information, specifically employment and revenue changes in the protégé firm from the beginning of the agreement to the present. It also reports on narrative information gathered regarding the specific assistance provided and results achieved under each agreement reviewed.

## I. Quantitative Results

### *Increases in Employment*

The search of DoD MPP files supplemented by telephone contacts yielded 177 usable responses regarding the increase in the number of employees at protégé firms. The results are tabulated in **Table 1** and show a net increase in employment of 3,342 positions.

<b>Table 1: Summary of Job Gains and Losses at Protégé Firms In the DoD Mentor-Protégé Program</b>		
	<u>Number of companies</u>	<u>Jobs Gained or Lost</u>
Companies with an increase in jobs*	126	3,842
Companies with a decrease in jobs**	27	-500
Companies with no change in the number of jobs	<u>24</u>	<u>0</u>
<b>Total</b>	<b>177</b>	<b>3,342</b>
<b>Notes:</b>		
* 117 of the job gains (at 2 protégé firms) were said not to be attributable to participation in the MP Program		
** One company that went out of business is responsible for 140 of the 500 job losses		

The net figure of 3,342 was made up of 3,842 new positions at the 126 (of 177) companies that reported an increase in jobs from the beginning of their agreement to the most recently available data. These new positions were offset by 500 job losses reported by 27 companies, while a further 24 firms indicated that they had no change in the

number of positions. It is noted in Table 1 that 140, or 30 %, of the 500 job losses were accounted for by one company that went out of business.

Each one of the new jobs is a crucial event to the person holding it. But what does the 3,342 figure mean in the context of the protégé firms themselves? Is it a large or a small number of jobs gained or lost at those companies?

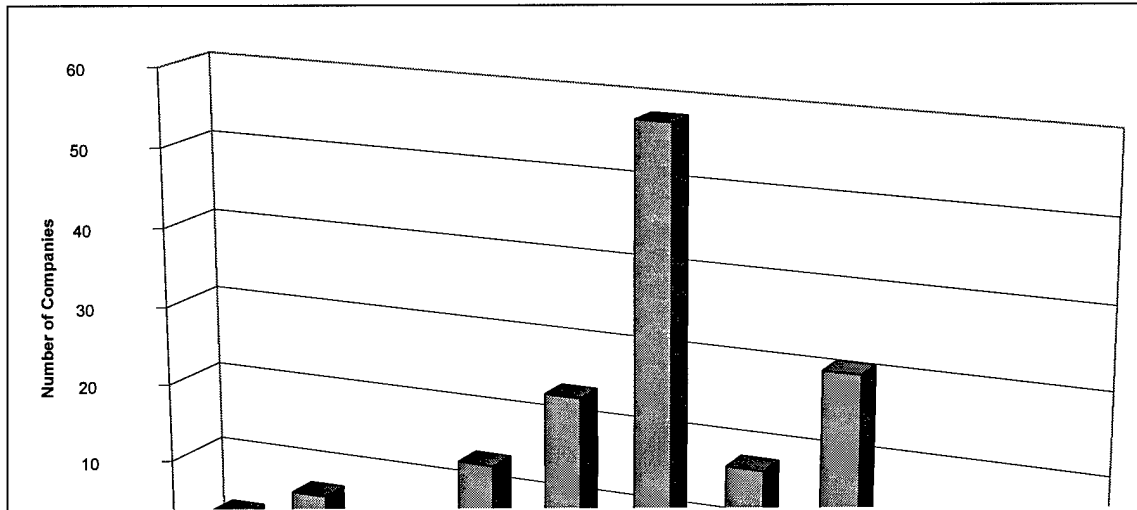
**Table 2** and **Chart 1** illustrate the distribution of the job gains and losses at the 177 firms for which we have data.

<b>Table 2: Distribution of Job Gains and Losses At 177 Protégé Firms</b>	
<i>Jobs Gained/Lost</i>	<i>No. of Companies</i>
Lost more than 50	3
Lost 10 to 50	7
Lost 5 to 10	3
Lost 1 to 5	14
No Change in Jobs	24
Gained 1 to 5	58
Gained 5 to 10	18
Gained 10 to 50	31
Gained 50 to 100	8
Gained More than 100	11
<b>Total</b>	<b>177</b>

Three companies lost more than 50 jobs each. In contrast, nineteen companies had job gains of more than 50, including eleven that increased employment by more than 100 positions.

As seen in Chart 1, the distribution is weighted toward job creation with the largest job gains being in the 1-to-5 category. The 10-to-50 category is the second largest.

A gain of two or three jobs can be highly significant at a very small company—more so, perhaps, than an increase of 50 jobs at a much larger company. We normalize these numbers and examine the significance of the change in the number of jobs by looking at the percent change in employee levels.



<b>Table 3: Percent Change in Jobs At 173 Protégé Companies</b>	
<i>Percent Change in Jobs</i>	<i>Number of Companies</i>
Lost more than 50%	5
Lost 10% to 50%	10
Lost 5% to 10%	7
Lost 0% to 5%	4
No Change	24
Gained 0% to 5%	7
Gained 5% to 10%	10
Gained 10% to 50%	61
Gained 50% to 100%	18
Gained over 100%	27
<b>Total</b>	<b>173</b>

The distribution of the percent change in the number of employees is given numerically in **Table 3** and illustrated pictorially in **Chart 2**.

The percent change in the number of employees is computable for 173 companies as opposed to the 177 firms we have been dealing with so far. Four companies gave the change in the number of employees but not the starting and ending levels, thereby making it impossible to compute the percent change.

Table 3 and Chart 2 both illustrate that the population consists mostly of small firms for which a small increase in the number of employees can mean a large percent change in the company's workforce.

The category with the largest percent increase in the number of employees is the 10%-to-50% group. The second largest category represents changes of over 100% in the workforce. Thus, while the largest category for the raw numbers of employee increases is in the 1-to-5 category, these relatively small numbers translate into the large percent changes shown in Chart 2 because of the small size of so many of the companies.

A further observation one might make about these numbers is the anticipation that they are precursors of more to come. The goal of the MPP is to put these small firms on a footing where they can more aggressively and successfully compete for added business. Hopefully, the amount invested in these companies through the MPP to date is mere seed capital that will continue to produce further increases in employment in the years to come.

This net gain in employment may translate into:

- increased corporate capabilities and new market opportunities for the *protégé* firm enabling it to compete more successfully in both the military and commercial marketplace;
- a more stable and more technologically-diverse supplier for the *mentor* (large prime contractor); and
- for the *Department of Defense* a more highly-skilled and capable workforce within the small business community, a sector often characterized by technological innovation, creativity and responsiveness.

### ***Increases in Revenue***

There were usable figures from 159 protégé firms regarding the change in their total revenue from the time they entered the MPP until the latest available figures.

<b>Table 4: Summary of Revenue Gains and Losses At Protégé Firms In the Mentor-Protégé Program</b>		
	Number of companies	Change in Total Revenue
Companies with an increase in revenue	124	\$319,375,917
Companies with a decrease in revenue	22	(\$43,047,500)
Companies with no change in revenue	13	\$0
Total	159	\$276,328,417

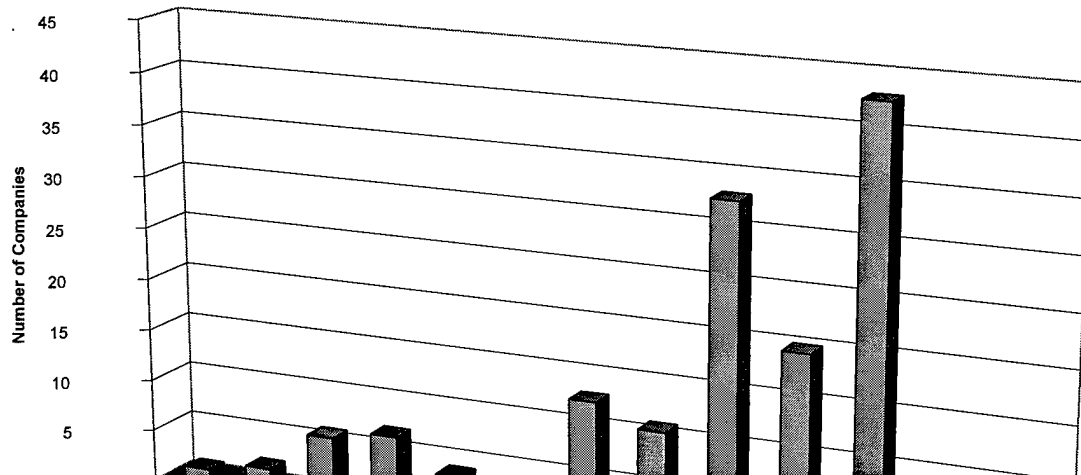
The change in total revenue is summarized in **Table 4**. The net increase in revenue was \$276M. This number represents a gain in revenue of \$319M for the 124 firms that reported revenue increases. This was offset by declines in revenue of \$43M at 22 companies with 13 companies showing no change in total revenue.

**Table 5** and **Chart 3** show how these revenue gains are distributed among the individual companies.

As shown in Table 5, the largest category of revenue increases was in the \$1M-to-\$5M range. One company reported a decline in revenue of more than \$10M and additional eight firms reported declines in revenue of more than \$1M. Conversely, eight companies showed revenue increases of more than \$10M and a very significant 60 had revenue increases of more than \$1M.

**Table 5: Change in Revenue  
At 159 Protégé Companies**

<i>Change in Revenue</i>	<i>Number of Companies</i>
Declined by more than \$10M	1
Declined by \$5M to 10M	2
Declined by \$1M to \$5M	6
Declined by \$500K to \$1M	7
Declined by \$100K to \$500K	4
Declined by \$0 to \$100K	2
No Change	13
Increased by \$0 to \$100K	11
Increased by \$100K to \$500K	33
Increased by \$500K to \$1M	20
Increased by \$1M to \$5M	43
Increased by \$5M to \$10M	9
Increased by more than \$10M	8
<b>Total</b>	<b>159</b>



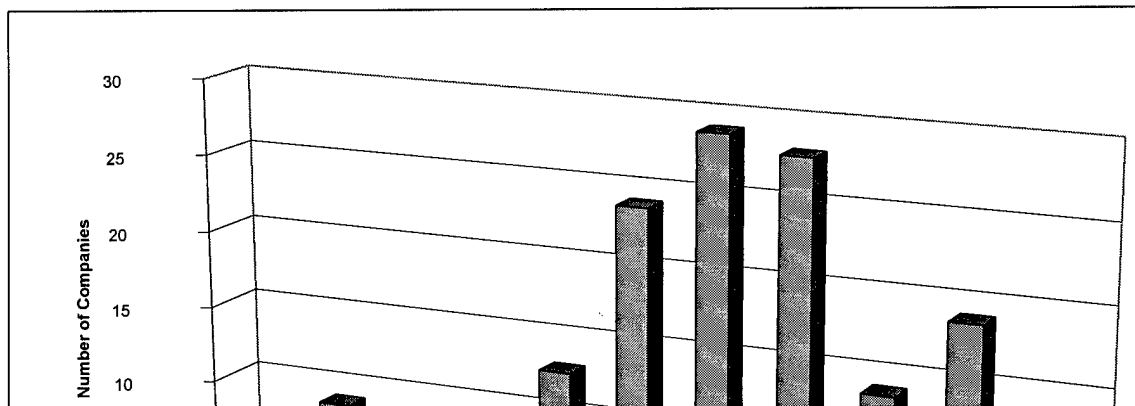
**Table 6** and **Chart 4** show percent changes in revenue for protégé companies. As in the instance of job creation, the revenue figures are expressed in change in percent terms in order to judge their significance to the companies involved. Because beginning and ending revenue figures were not available for three companies, percent increases in revenue could only be analyzed for 156 companies.

<b>Table 6: Percentage Change in Revenues At 156 Protégé Companies</b>	
<i>Percentage Change in Revenue</i>	<i>Number of Companies</i>
Declined by more than 50%	3
Declined by 25% to 50%	9
Declined by 10% to 25%	5
Declined by 0% to 10%	5
No Change	13
Increased by 0% to 10%	24
Increased by 10% to 25%	29
Increased by 25% to 50%	28
Increased by 50% to 100%	14
Increased by 100% to 500%	19
Increased by more than 500%	7
<b>Total</b>	<b>156</b>

The figures in Table 6 and Chart 4, again emphasize that we are talking about small companies to which small changes have a greater impact than for their larger counterparts. In dollar terms, the most common increase in revenue was in the \$1M-to-\$5M range. Translated into percent terms, the two most common ranges of revenue increases were 10% to 25% and 25% to 50%. Furthermore, 26 companies had revenue increases of more than 100% with seven of these posting revenue gains of more than 500%.

This net increase in revenue may provide:

- for *protégé* firms, the resources to expand and to develop new market opportunities;
- for *mentors*, suppliers that are more stable in that they are not dependent upon one customer or upon one market; and
- for both the *mentor* and the *DoD*, the cost-effectiveness of the lower overhead rates which can be derived from a small business firm's expanding revenue base.



<b>Table 7: Amount of DoD Subcontracts Awarded To Protégé Firms by their Mentors</b>	
<i>Amount of Subcontracts</i>	<i>Number of Companies</i>
Less than \$25K	12
\$25K to \$50K	15
\$50K to \$100K	14
\$100K to \$500K	37
\$500K to \$1M	13
\$1M to \$5M	32
\$5M to \$10M	10
Over \$10M	4
<b>Total</b>	<b>137</b>
<b>Total Subcontracts awarded</b>	<b>\$242,562,741</b>

DoD subcontracting awards were also derived from SF295 reports filed with the DoD by mentor companies. The amount of mentor subcontracts awarded to small disadvantaged businesses (SDBs) at the start of the agreement was compared to the amount listed on the most recent SF295. Usable figures resulted from 150 companies.

As shown in **Table 8**, the change in the dollar value of total DoD subcontracts to all SDBs from the beginning of the agreement to the most recently available data was \$695M.

The reason for the much higher total in Table 8 as compared to Table 7 is due to the fact that the SF295 reports the mentor's subcontracts to *all* SDBs rather than just to the protégé. These data may be used to determine whether participating as a mentor has enhanced the firm's contribution to the DoD five percent SDB goal.

This increased subcontracting affords:

- the *protégé* firm, the opportunity to develop long term strategic business alliances with large DoD prime contractors;
- the *mentor* firm, the opportunity to effectively utilize the responsiveness and creativity of capable and qualified small business firms; and
- the *DoD*, the synergy that results from the effective utilization of the strengths of both large and small business firms through teaming arrangements.

<b>Table 8: Amount of DoD Subcontracts Awarded To SDBs by Mentors According to SF295 Reports</b>	
<i>Amount of Subcontracts</i>	<i>Number of Companies</i>
Less than \$25K	50
\$25K to \$50K	3
\$50K to \$100K	4
\$100K to \$500K	8
\$500K to \$1M	21
\$1M to \$5M	25
\$5M to \$10M	14
Over \$10M	25
<b>Total</b>	<b>150</b>
<b>Total Change in Subcontract Awards on SF295's</b>	<b>\$695,133,186</b>

## II. Narrative Results

There was an extensive amount of narrative data collected from the OSADBU files. These data were divided into seven categories. By its very nature, this information is not amenable to quantifiable presentation or to statistical analysis. Instead, in Appendices III through IX at the end of this report, the information is laid out in its entirety.

Although not quantifiable, the information given in these Appendices tells its own story of the variety of assistance provided to protégés involved in the MPP and the myriad of benefits accruing to program participants. The data show that protégés received assistance ranging from state-of-the-art technology to donated file cabinets and used computer equipment. Protégés received assistance in marketing, management training, needs assessment, bid preparation, human resources practices, quality assurance, environmental protection and health and safety procedures.

In short, the narrative material in Appendices III through IX illustrates the benefits of the MPP. It documents the fact that the program is more than just the explicit financial resources committed to it.

# APPENDICES

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## **Appendix I**

### **Data Collection Form For the Survey of OSADBU Files**

*File Summary - May 1998*

**Mentor-Protégé Agreement Status**  
as of: \_\_\_\_\_  
(Annotate Source of information in right sidebar)

Mentor: \_\_\_\_\_  
POC: \_\_\_\_\_ Phone: \_\_\_\_\_  
Protégé: \_\_\_\_\_  
POC: \_\_\_\_\_ Phone: \_\_\_\_\_

\_\_\_\_\_ Credit  
\_\_\_\_\_ Reimbursable DoD Service/Agency/OSD Co-op: \_\_\_\_\_

DoD Funding Provided: \$ \_\_\_\_\_

Approval Date: \_\_\_\_\_ Obligation Date: \_\_\_\_\_ End Date: \_\_\_\_\_  
Termination—Date: \_\_\_\_\_ Requested by: \_\_\_\_\_  
Reason: \_\_\_\_\_

**A. Return on Investment:**

**1. Protégé: (From beginning of agreement to present)**

(optional) Employees at start of agreement: \_\_\_\_\_

(optional) Revenues at start of agreement: \_\_\_\_\_

Change in number of employees (protégé): \_\_\_\_\_

Change in protégé's gross revenue: \_\_\_\_\_

Subcontracts from mentor: \_\_\_\_\_

Other Awards: \_\_\_\_\_

TOTAL: \_\_\_\_\_

**2. Mentor: Change in mentor's SDB subcontract awards:**

SF295 at start of agreement: \$ \_\_\_\_\_ %

Most recent SF295: \$ \_\_\_\_\_ %

(optional) Subcontracts to protégé: \$ \_\_\_\_\_

**B. Technical Assistance Provided:**

**1. Type of Assistance/Form (e.g. classroom, OJT, etc.):**

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_
- D. \_\_\_\_\_
- E. \_\_\_\_\_

2. Describe use of HBCU/MI, PTAC, SBDC:

Name of Institution/Type of training:

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_
- D. \_\_\_\_\_

**C. Impact of the Mentor-Protégé Agreement:**

1. Certifications Received:

- A. \_\_\_\_\_
- B. \_\_\_\_\_

2. Technical Capabilities Realized/Enhanced (e.g. specific technology transferred)

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_

3. Business Infrastructure Gained (e.g. new Deltek acctg system, strategic plan)

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_
- D. \_\_\_\_\_
- E. \_\_\_\_\_

4. New Markets Realized (e.g. other Federal, commercial - be specific)

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_

D. Other Information (e.g. loans, investments in the protégé):

## **Appendix II**

### **List of 226 Mentor-Protégé Agreements Examined in Survey of OSADBU Files**

**List of 226 Mentor-Protégé Agreements Examined in Survey of OSADBU Files**

<b>Mentor</b>	<b>Protégé</b>	<b>Credit/ Reimbursable</b>	<b>Approval Date</b>	<b>End Date</b>	<b>Termination Date</b>	<b>Reason for Termination</b>
Abacus Technology Corporation	COMNET Sciences Corporation	Reimbursable	2/14/96	12/31/98		
ABB Environmental Services, Inc.	Dycus, Inc.	Reimbursable	9/12/95	4/30/98		
ABB Environmental Services, Inc.	G&C Environmental Services	Reimbursable	9/29/97	9/30/00		
ABB Environmental Services, Inc.	Ivey Drilling Company	Reimbursable	12/9/97		7/20/95	For Cause
Allied Signal Technical Services	JHP Industrial Supply Co.	Credit-Only	7/23/93	6/3/95		
Andersen Consulting	Information Control Systems Corporation	Credit-Only	7/10/95	1/1/99		
ANSER	AGCS, Inc.	Reimbursable	3/31/97	3/31/00		
ANSER	Bridge Enterprises, Inc.	Credit-Only	9/21/95	9/21/96		
ANSER	VAIL Research & Technology Corp.	Reimbursable	3/31/97	3/31/00		
AT&T Business Communications Systems	Arrowhead Space and Telecommunications Services	Reimbursable	4/4/97	12/31/98		
AT&T Business Communications Systems	Automation Research Systems, Ltd.	Reimbursable	4/4/97	12/31/98		
AT&T Business Markets Division	NetCom Solutions, International (NSI)	Cooperative	7/3/97	12/31/98		
B.F. Goodrich Aerospace Simonds	Venntronix Corporation	Credit-Only	12/1/94	12/1/97		
Ball Aerospace Corporation Ball Aerospace Systems Division	Vista Computer Services, Inc.	Reimbursable	6/15/94	9/30/97		
BDM International, Inc.	Artel, Inc.	Reimbursable	2/14/97	12/31/98		
BDM International, Inc.	HCI Technologies, Inc.	Reimbursable	2/14/97	12/31/98		
BDM International, Inc.	Knowledge Connections, Inc.	Reimbursable	2/14/97	12/31/98		
BDM International, Inc.	Mitchell Systems Corporation	Reimbursable	2/14/97	12/31/98		
Bechtel Environmental, Inc.	Hong Environmental, Inc.	Credit-Only	5/12/95	3/31/97		
Bechtel Environmental, Inc.	Tuskegee Research Institute, Inc.	Credit-Only	5/12/95		8/1/96	Protégé pursuing other business
Bell Helicopter Textron, Inc.	Aurora Casting & Engineering, Inc.	Reimbursable	10/3/94	12/31/96		
Bell Helicopter Textron, Inc.	Manufacturing Development, Inc.	Reimbursable	12/9/93	9/30/96		
Bell Helicopter Textron, Inc.	Precise Hydraulics, Inc.	Reimbursable	9/12/95	3/30/99		
Bell Helicopter Textron, Inc.	Systems Research and Development, Corp. (SRDC)	Reimbursable	7/15/96	9/30/98		
Bionetics Corporation	The Write Place, Inc.	Credit-Only	6/16/97	9/30/99		
Boeing Defense and Space Group	Pyro Media	Reimbursable	6/4/93	9/30/96		
Boeing MTA Division	Aircraft Engineering Corp.	Reimbursable	8/2/95	9/30/96		
Boeing MTA Division	Mid-America Consulting Group	Reimbursable	8/29/95	9/30/99		
Booz-Allen & Hamilton, Inc.	Applied Quality Communications, Inc.	Reimbursable	2/14/97	12/31/98		
Booz-Allen & Hamilton, Inc.	ComputerCraft Corporation (CCC)	Cooperative	8/31/93	5/1/94		
Booz-Allen & Hamilton, Inc.	Dynamic Resources, Inc.	Cooperative	8/31/93	9/30/96		
Booz-Allen & Hamilton, Inc.	Dynamic Resources, Inc.	Reimbursable	2/14/97	12/31/98		
Booz-Allen & Hamilton, Inc.	Engineering Systems Consultants, Inc. (ESC)	Cooperative	8/31/93	9/30/96		
Booz-Allen & Hamilton, Inc.	Engineering Systems Consultants, Inc. (ESC)	Reimbursable	2/14/97	12/31/98		
Booz-Allen & Hamilton, Inc.	FC Business Systems, Inc.	Reimbursable	2/14/97	12/31/98		
Booz-Allen & Hamilton, Inc.	Hilton Systems, Inc. (HSI)	Cooperative	8/31/93	9/1/94		
Booz-Allen & Hamilton, Inc.	ICRC Energy, Inc.	Reimbursable	2/14/97	12/31/98		
Booz-Allen & Hamilton, Inc.	Proxicom, Inc.	Reimbursable	2/14/97	12/31/98		
Booz-Allen & Hamilton, Inc.	Proxicom, Inc.	Cooperative	4/15/95	9/30/96		
Booz-Allen & Hamilton, Inc.	Unisource Systems, Inc.	Cooperative	1/31/95	9/30/96		
Borg-Warner Protective Service	AeroTech Service, Inc.	Credit-Only	2/9/95	9/30/99		
Brown & Root Environmental	MELE Associates, Inc.	Credit-Only	7/10/95		9/25/96	Protégé pursuing other business and found another mentor
Century Technologies, Inc. (CENTECH)	Strategic Integrated Technologies, Inc. (SIT)	Credit-Only	7/28/97	9/30/99		
Childers	Federal Constructors, Inc.	Credit-Only	9/29/97	9/30/99		
Coleman Research Corporation	C12 Incorporated Federal Systems Division	Reimbursable	7/7/97	9/30/99		

**List of 226 Mentor-Protégé Agreements Examined in Survey of OSADBU Files (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Credit/ Reimbursable</b>	<b>Approval Date</b>	<b>End Date</b>	<b>Termination Date</b>	<b>Reason for Termination</b>
Coleman Research Corporation	EDM Technologies, Inc.	Reimbursable	7/7/97	7/7/00		
Computer Sciences Corporation (CSC)	Data Networks Corporation	Reimbursable	4/4/97	12/31/98		
Computer Sciences Corporation (CSC)	Executive Security & Engineering Technologies, Inc. (ESET)	Reimbursable	4/4/97	12/31/98		
Computer Sciences Raytheon (CSR)	Data Voice, Inc.	Credit-Only	6/27/97	9/30/99		
Dames & Moore, Inc.	Montemayor, Inc.	Credit-Only	10/17/95	10/24/97		
Dames & Moore, Inc.	PRAD Group, Inc.	Credit-Only	10/17/95	9/30/99		
Dames & Moore, Inc.	TapanAm Associates, Inc.	Credit-Only	9/15/95	9/30/00		
Digital Equipment Corp.	New Venture Technology Corporation	Credit-Only	10/20/92	9/1/95		
Digital Equipment Corp.	Springboard Technology Corp.	Credit-Only	2/8/94	2/8/97		
Dow Environmental	Dallas Minority Abatement Division	Reimbursable	7/17/96		1/6/97	Protégé went out of business before agreement was finalized
Dynamic Concepts, Inc. (DCI)	Bridge Enterprises, Inc.	Reimbursable	8/8/97	9/30/99		
Earth Tech, Inc.	Entech, Inc.	Reimbursable	1/24/95	9/30/00		
Earth Tech, Inc.	Jones Technologies, Inc.	Reimbursable	1/24/95	9/30/00		
Earth Tech, Inc.	Research Management Consultants, Inc.	Reimbursable	1/24/95	9/30/00		
Earth Tech, Inc.	Sol Engineering, Inc.	Reimbursable	1/24/95	9/30/00		
Earth Tech, Inc.	TN & Associates, Inc.	Reimbursable	1/24/95	9/30/00		
Eastman Kodak Co.	Chahta Enterprises	Credit-Only	2/11/98	9/30/00		
Eastman Kodak Co.	McDonald Technologies International, Inc.	Credit-Only	1/24/95	9/30/00		
EG&G, Inc. Florida	Foothill Engineering Consultants, Inc.	Credit-Only	3/23/95	9/30/99		
Electronic Data Systems Corporation (EDS)	Authorization Systems, Inc. (ASI)	Reimbursable	5/23/97	12/31/98		
Electronic Warfare Associates, Inc.	Azimuth, Inc.	Cooperative	10/5/92	9/30/96		
Electronics and Space Corporation	Lee Ross and Associates	Reimbursable	9/3/92		1/11/96	Protégé out of business
Environmental Science & Engineering, Inc.	ETC Engineers, Inc.	Credit-Only	5/24/95	9/30/99		
Envisions	Management Support Technology, Inc.	Credit-Only	7/7/95		10/23/96	Mentor Bankrupt
ERM Program Management Company	Sounds & Creations, Inc.	Credit-Only	2/2/97	9/30/99		
FDC Technologies, Inc.	Ensure, Inc.	Reimbursable	6/19/97		9/19/97	Did not live up to Mentor-Protégé expectations
FDC Technologies, Inc.	Milvets Systems Technology, Inc.	Reimbursable	6/19/97	3/31/98	2/9/98	Did not live up to Mentor-Protégé expectations
FDC Technologies, Inc.	TranTech, Inc.	Reimbursable	6/19/97		2/9/98	Did not live up to Mentor-Protégé expectations
Fluor Daniel, Inc.	Bhate Environmental Associates, Inc.	Credit-Only	9/13/95	9/30/00		
Fluor Daniel, Inc.	Operational Technologies Corporation	Credit-Only	4/21/95		8/3/97	Due to local base closures protégé found new mentor to pursue new marketplace
Foster Wheeler Environmental Corp.	Ageiss Environmental Group	Cooperative	8/31/93	9/30/96		
Foster Wheeler Environmental Corp.	Clearwater Environmental, Inc.	Reimbursable	1/15/97	9/30/99		
Foster Wheeler Environmental Corp.	Desmear Systems, Inc.	Cooperative	8/31/93	9/30/96		
Foster Wheeler Environmental Corp.	Enviro/Consultants Group, Ltd.	Reimbursable	8/14/97	9/30/99		
Foster Wheeler Environmental Corp.	Merit Environmental Services, Inc.	Reimbursable	1/15/97		12/7/97	Gone out of business

**List of 226 Mentor-Protégé Agreements Examined in Survey of OSADBU Files (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Credit/ Reimbursable</b>	<b>Approval Date</b>	<b>End Date</b>	<b>Termination Date</b>	<b>Reason for Termination</b>
Foster Wheeler Environmental Corp.	Nobis Engineering, Inc.	Cooperative	8/13/93	9/30/96		
Foster Wheeler Environmental Corp.	Nobis Engineering, Inc.	Reimbursable	1/15/97	7/16/97		
Foster Wheeler Environmental Corp.	The Kevric Company, Inc.	Cooperative	8/31/93	9/30/96		
Foster Wheeler Environmental Corp.	The Kevric Company, Inc.	Reimbursable	1/15/97	7/15/00		
Foster Wheeler Environmental Corp.	Zambrana Engineering, Inc.	Cooperative	8/31/93	9/30/96		
Foster Wheeler Environmental Corp.	Zambrana Engineering, Inc.	Reimbursable	1/15/97	9/30/99		
GDE Systems	Technetics, Inc.	Credit-Only	11/7/94	9/30/96		
GE Aircraft Engines	Andrews Laser Works Corporation	Reimbursable	12/10/92	11/30/97		
GE Aircraft Engines	Ferco Tech	Reimbursable	1/12/93	1/12/98		
GRC International, Inc.	MELE Associates, Inc.	Reimbursable	2/14/97	12/31/98		
GRC International, Inc.	SoBran	Reimbursable	7/2/97	12/31/98		
Harding Lawson Associates	Ageiss Environmental Group	Credit-Only	8/8/95	9/30/98		
Harding Lawson Associates	LEE & RO Consulting Engineers, Inc.	Credit-Only	8/8/95	9/30/98		
Harding Lawson Associates	Research Management Consultants, Inc.	Credit-Only	8/8/95		2/14/96	Protégé found another mentor in reimbursed program
Hensel Phelps Construction, Inc.	Dominion Services, Inc.	Credit-Only	3/22/95		1/9/97	Mutually failed to realize any contract opportunities through DoD
Herman Miller, Inc.	Quality Technical Services, Inc.	Credit-Only	7/23/97	9/30/99		
Honeywell Military Avionics	K-W Products, Inc.	Credit-Only	10/11/95	8/17/97		
Hughes Aircraft Company Missile Systems	Summa Technology, Inc.	Reimbursable	7/26/94	5/28/99		
Hughes Aircraft Company Surface Ship Systems Division	Kuchera Defense Systems	Reimbursable	5/12/94	N/A		
Hughes Electronics Corporation	Management & Technology Association, Inc. (MTA)	Reimbursable	10/24/95		5/24/97	Slow funding, lack of technical assistance
IBM Global Government Industry	ABF Enterprises, Inc.	Reimbursable	7/3/97	12/31/98		
IBM Global Government Industry	Advance Computer Services (ACS)	Reimbursable	7/3/97	12/31/98		
IBM Global Government Industry	Computer Consultant Operation Specialist (CC-OPS)	Reimbursable	9/29/97	12/31/98		
IBM Global Government Industry	Correa Enterprises, Inc. (CEI)	Reimbursable	7/3/97	12/31/98		
IBM Global Government Industry	Dynamic Technology Systems	Reimbursable	7/3/97	12/31/98		
IBM Global Government Industry	Management Support Technology, Inc. (MSTI)	Reimbursable	7/3/97	12/31/98		
ICF Kaiser	Engineering Technologies Associates, Inc.	Credit-Only	8/8/95	6/14/98		
Information Spectrum, Inc.	Sierra Management & Technologies, Inc.	Credit-Only	3/24/97	9/30/99		
International Technology Corporation	Pedro Panzardi & Associates	Reimbursable	12/9/94	4/9/97		
Jacobs Engineering Group, Inc.	Adams-Brown Services, Inc.	Credit-Only	10/24/95		1/11/96	Agreement was contingent on contract award that was not received and terminated
Jacobs Engineering Group, Inc.	Aguirre Engineers, Inc.	Credit-Only	10/17/95	9/22/00		
Jacobs Engineering Group, Inc.	E2 Consulting Engineers, Inc.	Credit-Only	9/1/95	9/20/96		Agreement was contingent on award that was not received by mentor and so expired
Jacobs Engineering Group, Inc.	Scientific Sales, Inc. (SSI)	Credit-Only	9/1/95	12/31/00		
Johnson Controls, Inc.	Norcor Technologies	Credit-Only	11/2/94	11/2/99		
Law Engineering and Environmental Services, Inc.	HydroGeoLogic, Inc.	Reimbursable	4/3/97	6/30/99		
Law Engineering and Environmental Services, Inc.	MITKEM Corporation	Reimbursable	7/10/97	9/30/99		
Law Engineering and Environmental Services, Inc.	Omega Environmental, Inc.	Reimbursable	6/30/94	3/29/97		
Levine-Fricke-Recon, Inc.	Compliance and Closure, Inc.	Credit-Only	12/23/96	9/30/99		
Levine-Fricke-Recon, Inc.	EnviroSystems Group	Credit-Only	12/23/96	9/30/99		

List of 226 Mentor-Protégé Agreements Examined in Survey of OSADBU Files (contd.)

Mentor	Protégé	Credit/ Reimbursable	Approval Date	End Date	Termination Date	Reason for Termination
Levine-Fricke-Recon, Inc.	The Ellington Group, Inc.	Credit-Only	12/23/96	9/30/99		
Lockheed Martin	Standard Technology, Inc.	Credit-Only	4/18/97	12/21/01		
Lockheed Martin Aeronautical Systems	C.A. Spalding	Reimbursable	5/6/94	5/6/97		
Lockheed Martin Aeronautical Systems	Enginetics	Reimbursable	11/19/93	12/31/95		
Lockheed Martin Automation Systems	End to End, Inc.	Reimbursable	7/23/93	12/31/97		
Lockheed Martin Automation Systems	Industrial Data Link Corporation	Reimbursable	10/26/95	12/6/97		
Lockheed Martin Electronics and Missiles Systems	Atlas Engineering	Reimbursable	2/7/94		7/31/97	State foreclosed on protégé
Lockheed Martin Electronics and Missiles Systems	T/J Technologies, Inc.	Reimbursable	8/28/97	2/28/99		
Lockheed Martin Electronics and Missiles Systems	TLC Precision Wafer Tech, Inc.	Reimbursable	10/7/93	9/30/98		
Lockheed Martin Federal Systems -- Manassas	A&T Systems	Reimbursable	8/17/94	9/30/99		
Lockheed Martin Federal Systems -- Manassas	Garcia Consulting, Inc. (GCI)	Reimbursable	8/17/94	9/30/99		
Lockheed Martin Federal Systems -- Manassas	LTS Corporation	Reimbursable	8/17/94	9/30/99		
Lockheed Martin Federal Systems -- Owego	S&W Innovative Solutions	Reimbursable	5/12/94	5/12/97		
Lockheed Martin Government Electronics Systems	Pioneer Machine & Tooling Co.	Reimbursable	12/27/93	1/1/97		
Lockheed Martin Information Support Services	MICAH Systems, Inc.	Reimbursable	6/19/97		12/31/97	Phase II not continued due to change in SDB status
Lockheed Martin Ocean Radar and Sensor Systems	Digicomp Research Corp.	Reimbursable	5/6/94	12/30/96		
Lockheed Martin Space and Range Systems	P&L Electric Incorporated	Reimbursable	9/14/95		10/17/96	Conflict with business plan, wrong contract
Lockheed Martin Vought Systems Corporation	Técnico Corporation	Reimbursable	1/24/95	5/1/02		
ManTech International Corp.	Evans Engineering	Reimbursable	1/16/97	9/27/99		
ManTech International Corp.	MCSI Technologies, Inc.	Credit-Only	11/7/94	3/31/99		
ManTech International Corp. Advanced Systems	Marada Corporation	Credit-Only	2/1/95	3/31/99		
ManTech International Corp. Engineering and Systems Support Group	Avion Technologies, Inc.	Credit-Only	12/1/94	6/30/99		
Maytag Aircraft Corporation	MCDS, Inc.	Credit-Only	9/5/97	9/30/99		
McDonnell Douglas Aerospace-- Hazelwood	General Technology Corporation	Reimbursable	10/24/95	10/18/97		
McDonnell Douglas Aerospace-- Huntington Beach	Aero-Fab Corporation	Credit-Only	9/13/95	9/13/00		
McDonnell Douglas Helicopter Division	Venture Aircraft Manufacturing Company	Credit-Only	4/8/94	2/1/96		
McDonnell Douglas Technologies Division	Technology Management, Inc.	Credit-Only	3/23/95	12/31/98		
MCI Telecommunications Corporation	Dynamic Cable Construction Co., Inc.	Credit-Only	9/30/95	9/30/98		
MCI Telecommunications Corporation	RMES Communications Incorporated	Credit-Only	5/2/97	9/30/99		
MCI Telecommunications Corporation	Ronson Communications & Information Systems L.C.	Credit-Only	9/15/95	9/30/99		
MCI Telecommunications Corporation	TEXCOM, Inc.	Credit-Only	9/20/95	9/30/99		
MEVATEC Corporation	Analytical Services, Inc.	Reimbursable	9/19/97	9/30/99		
Midwest Research Institute	Associated Technologists, Inc.	Credit-Only	10/16/96		5/24/97	Did not live up to protégé expectations, did not like work proposed

**List of 226 Mentor-Protégé Agreements Examined in Survey of OSADBU Files (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Credit/ Reimbursable</b>	<b>Approval Date</b>	<b>End Date</b>	<b>Termination Date</b>	<b>Reason for Termination</b>
Montgomery Watson Americas, Inc.	Onsite Environmental Laboratories, Inc.	Reimbursable	7/3/97	9/30/99		
Morrison Knudsen Corporation	Allied Technology Group, Inc.	Credit-Only	7/28/94	9/30/00		
Morrison Knudsen Corporation	Burks/Butler-- Burks, Romero & Esposito	Credit-Only	5/3/94		3/31/97	No subcontracts awarded; protégé/mentor in different businesses
Morrison Knudsen Corporation	Environmental Chemical Corp.	Credit-Only	10/11/95	9/30/00		
Morrison Knudsen Corporation	Material Management Group, Inc.	Credit-Only	11/8/95	12/31/98		
Morrison Knudsen Corporation	The Roybal Corporation	Credit-Only	5/3/94	12/31/96		
N.E.T. Federal, Inc.	GLS Associates, Inc.	Reimbursable	7/28/97	12/31/97		
NCR Government Systems Corporation	Diez Software Services, Inc.	Reimbursable	7/3/97	12/31/98		
NCR Government Systems Corporation	User Technology Associates, Inc.	Reimbursable	7/3/97	12/31/98		
Newport News Shipbuilding	Xeno Technix	Credit-Only	10/17/95	9/30/00		
Northrop Grumman Corp.	KLI	Credit-Only	3/23/95	9/30/96		
Northrop Grumman Corp.	TDF Corporation	Credit-Only	3/23/95	9/30/96		
Northrop Grumman Corp. Aerospace & Electronics Group	DFP Manufacturing Corp.	Reimbursable	3/9/95	9/30/97		
Northrop Grumman Corp. Aerospace & Electronics Group	Valco Manufacturing Co., Inc.	Reimbursable	8/29/94	9/6/94		
Northrop Grumman Corp. Data Systems & Services Division	Pragmatics, Inc.	Reimbursable	4/15/97	12/31/98		
Northrop Grumman Corp. Huntsville Engineering Center	BEOWULF Corporation	Cooperative	8/13/93	9/30/96		
Northrop Grumman Corp. Huntsville Engineering Center	The ENSER Corporation	Reimbursable	8/31/93	9/30/96		
Northrop Grumman Corp. Military Aircraft Systems Division	Aero Chip, Inc.	Credit-Only	12/9/93	12/9/98		
O'Brien & Gere Engineers, Inc.	Performance Consultants International, Inc.	Credit-Only	5/10/95	6/30/97		
OHM Remediation Services Corporation	Anchorage Enterprises, Inc.	Reimbursable	1/27/95	7/27/99		
OHM Remediation Services Corporation	Deerinwater Environmental Services, Inc.	Reimbursable	3/24/95	3/31/97		
OHM Remediation Services Corporation	G&C Environmental Services	Reimbursable	7/20/95		4/5/97	Lack of participation from mentor/ outstanding issues
Olin Defense Systems	PCI	Credit-Only	10/20/93	5/1/96		
Oimos Construction, Inc.	Alamo Trucking, Inc.	Credit-Only	3/30/95		7/5/97	No Active agreement established, protégé is now out of business
Owens & Minor Medical, Inc.	Kerma Medical Products, Inc.	Credit-Only	10/17/95	10/17/97		
Parsons Engineering Science, Inc.	BAT Associates, Inc.	Credit-Only	10/17/95	9/24/00		
Parsons Engineering Science, Inc.	Chugach Development Corporation	Credit-Only	7/13/95		2/5/96	Agreement was contingent on contract award that was not received
Pratt & Whitney Govt. Engines & Space Propulsion	Alphatech Systems, Inc.	Reimbursable	3/9/95	9/30/97		
PRC Environmental Management, Inc. (PRC)	Applied Physics and Chemistry Laboratory (APCL)	Reimbursable	5/22/97	N/A		
PRC Environmental Management, Inc. (PRC)	RAM Environmental (RAM)	Reimbursable	5/22/97	N/A		
PRC, Inc.	High Technology Solutions, Inc. (HTS)	Credit-Only	9/5/95		9/22/97	Lack of interest by mentor
PRC, Inc.	Karta Technology, Inc.	Credit-Only	9/5/95	9/5/96		
PRC, Inc.	KIRA, Inc.	Credit-Only	9/5/95	9/5/96		

**List of 226 Mentor-Protégé Agreements Examined in Survey of OSADBU Files (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Credit/ Reimbursable</b>	<b>Approval Date</b>	<b>End Date</b>	<b>Termination Date</b>	<b>Reason for Termination</b>
PRC, Inc.	WGA, Inc.	Credit-Only	9/5/95	9/5/96		
Q.E.D. Systems, Inc.	LPI Technical Services	Reimbursable	11/6/96	9/30/99		
Q.E.D. Systems, Inc.	S3 Software Systems Standard Ltd. (S³)	Cooperative	9/8/92	9/15/96		
Raytheon Company Missile Systems Division	KW Microwave	Reimbursable	10/12/93	10/30/97		
Raytheon Company Missile Systems Division	LAU Technologies	Reimbursable	10/12/93	10/30/97		
Raytheon Company Missile Systems Division	Valley Enterprises	Reimbursable	10/12/93	7/31/97		
Raytheon Company Systems Group (TI Systems)	Balo Precision Parts	Reimbursable	8/30/94		9/30/96	Protégé no longer an SDB
Raytheon Company Systems Group (TI Systems)	Minco Technology Labs, Inc.	Reimbursable	3/14/94	9/30/97		
Raytheon Company TI Systems	Choctaw Nation Finishing Company	Reimbursable	10/12/93	2/28/99		
RGI, Inc.	MacFadden Associates, Inc.	Credit-Only	10/10/96	9/30/99		
Rockwell International Corp.	Datamagnetics, Inc.	Credit-Only	4/15/94	9/30/96		
Rockwell International Corp. Autonetics Electronic Systems	Litronic Industries	Credit-Only	5/2/94	9/30/96		
SAIC -- Science Applications International Corporation	Quality Research, Inc.	Credit-Only	4/18/94	N/A		
SAIC -- Science Applications International Corporation	Science and Technology Corporation	Reimbursable	7/7/97	N/A		
SAIC -- Science Applications International Corporation AMSEC -- American Systems Engineering Corp.	ACS Systems & Engineering, Inc.	Credit-Only	12/9/94		11/20/95	Personal differences
SAIC -- Science Applications International Corporation AMSEC -- American Systems Engineering Corp.	Alliance Managment Systems, Inc.	Reimbursable	2/24/97	12/31/98		
SAIC -- Science Applications International Corporation AMSEC -- American Systems Engineering Corp.	International Technology, Inc. (ITI)	Credit-Only	10/13/95	9/30/00		
SAIC -- Science Applications International Corporation AMSEC -- American Systems Engineering Corp.	JAVIS Automation & Engineering, Inc.	Reimbursable	2/24/97	12/31/98		
SAIC -- Science Applications International Corporation Defense Analyses Group	Paradigm Technologies, Inc.	Credit-Only	10/18/94	4/15/97		
SAIC -- Science Applications International Corporation Defense Analyses Group	Strategic Resources, Inc. (SRI)	Reimbursable	8/14/97		5/13/98	No reason given
SAIC -- Science Applications International Corporation Engineering and Environmental Compliance Group	Advanced Integrated Management Services, Inc.	Cooperative	10/18/95	9/30/96		
SAIC -- Science Applications International Corporation Engineering and Environmental Compliance Group	American Technologies, Inc.	Cooperative	7/16/96	9/30/99		
SAIC -- Science Applications International Corporation Engineering and Environmental Compliance Group	ANEPTEK Corporation	Reimbursable	7/7/97	9/30/99		
SAIC -- Science Applications International Corporation Engineering and Environmental Compliance Group	Hydrovision, Inc.	Reimbursable	7/16/96	9/30/99		
SAIC -- Science Applications International Corporation Engineering and Environmental Compliance Group	VISTA Technology, Inc.	Reimbursable	7/16/96	9/30/99		

List of 226 Mentor-Protégé Agreements Examined in Survey of OSADBU Files (contd.)

Mentor	Protégé	Credit/ Reimbursable	Approval Date	End Date	Termination Date	Reason for Termination
Sikorsky Aircraft Corporation A United Technologies Company	Bar-Pat Manufacturing Co., Inc.	Reimbursable	12/14/93		5/13/94	Protégé out of business due to foreign competition
Sikorsky Aircraft Corporation A United Technologies Company	Space-Craft Manufacturing, Inc.	Credit-Only	7/14/95	N/A		
Stewart & Stevenson Services, Inc. Tactical Vehicle Systems Division	Delta Enterprises (Electro National Corporation)	Reimbursable	9/14/95	6/30/98		
Stone & Webster Engineering Corporation	Webster Engineering Co., Inc.	Credit-Only	8/12/96	1/22/98		
Stone & Webster Engineering Corporation	Webster Engineering Co., Inc.	Reimbursable	1/23/98	9/30/00		
Sverdrup Technology Corp.	Analytical Services, Inc.	Credit-Only	6/5/96	2/13/97		
Sverdrup Environmental, Inc.	Chugach Development Corporation	Credit-Only	11/27/96	9/30/99		
Timken	Ohio Tech Manufacturing & Distributors, Inc.	Credit-Only	10/27/94	10/27/99		
TRW Space & Electronics Group	Electronic Specialty Corp.	Reimbursable	2/14/97	9/30/99		
TRW Space & Electronics Group	Frontier Electronic Systems Corporations	Reimbursable	2/14/97	9/30/99		
TRW Space & Electronics Group	Luna Defense Systems	Credit-Only	6/16/94	6/16/98		
United Defense LPSTET	Sioux Manufacturing Corp.	Reimbursable	5/26/93	9/30/96		
Vought Aircraft Company A Subsidiary of Northrop Grumman	Witter Manufacturing, Inc.	Reimbursable	4/18/95	9/30/96		
Woodward-Clyde Federal Services	Natural Resources Consulting Engineers, Inc. (NRCE)	Credit-Only	8/25/94		1/13/97	Unhappy with level of subcontracting
Woodward-Clyde Federal Services	NFT, Inc.	Credit-Only	10/27/94	8/25/99		
WW Engineering & Science, Inc.	TN & Associates, Inc.	Credit-Only	5/4/94	9/30/94		

**Total Number of Records**

**226**

## **Appendix III**

### **Type of Assistance Provided In 155 Mentor-Protégé Agreements**

### Type of Assistance Provided in 155 Mentor Protégé Agreements

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
Abacus Technology Corporation	COMNET Sciences Corporation	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Web site development</li> <li>• Business marketing development</li> <li>• HR assistance</li> <li>• Security assistance</li> <li>• DCAA audit assistance</li> </ul>
ABB Environmental Services	Dycus	<ul style="list-style-type: none"> <li>• Human resources management</li> <li>• Quality assurance</li> <li>• Project controls and scheduling</li> <li>• Business development</li> <li>• Financial management</li> </ul>
Allied Signal Technical Services	JHP Industrial Supply Co.	<ul style="list-style-type: none"> <li>• Exposure to "cutting-edge technology"</li> <li>• Marketing trips</li> </ul>
Andersen Consulting	Information Control Systems	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Engineering/Technical Training</li> <li>• Legal and Contractual Support</li> <li>• Pricing Techniques</li> </ul>
ANSER	Bridge Enterprises	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Engineering/Technical Training</li> <li>• Legal and Contractual Support</li> <li>• Pricing Techniques</li> </ul>
AT&T Business Markets Division	NetCom Solutions, International	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Marketing support</li> <li>• Strategic analysis/planning</li> <li>• Offer management (teaming)</li> <li>• Quality management training/assistance</li> </ul>
Ball Aerospace Corporation Ball	Vista Computer Services	<ul style="list-style-type: none"> <li>• Spacecraft subsystems engineering services</li> </ul>
BDM International	Artel	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Marketing—joint</li> <li>• Business development</li> </ul>
BDM International	HCI Technologies	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Business market research support</li> </ul>
BDM International	Knowledge Connections	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Web site development</li> <li>• Marketing</li> <li>• Proposal development</li> </ul>
BDM International	Mitchell Systems Corporation	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Business development</li> <li>• Training on software development productivity</li> <li>• SEI certification assistance</li> </ul>
Bechtel Environmental	Hong Environmental	<ul style="list-style-type: none"> <li>• Skills in daily construction progress reporting</li> <li>• Monthly management reporting</li> <li>• Cost and Schedule development analysis</li> <li>• Trend reporting</li> <li>• Training in construction field supervision</li> </ul>
Bell Helicopter Textron	Aurora Casting & Engineering	<ul style="list-style-type: none"> <li>• Blueprint reading courses</li> <li>• Job costing and estimating assistance</li> <li>• Quality training</li> </ul>
Bell Helicopter Textron	Manufacturing Development	<ul style="list-style-type: none"> <li>• Job costing and estimating</li> <li>• CNC operator training</li> <li>• Quality training</li> </ul>

**Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
Bell Helicopter Textron	Precise Hydraulics	<ul style="list-style-type: none"> <li>• Production engineering</li> <li>• EDI</li> <li>• Design</li> <li>• Safety</li> <li>• Quality control</li> </ul>
Bell Helicopter Textron	Systems Research and Development	<ul style="list-style-type: none"> <li>• Training on Silicon Graphics workstation</li> <li>• XPATCH software training</li> </ul>
Boeing Defense and Space Group	Pyro Media	<ul style="list-style-type: none"> <li>• Schedule and shop order tracking</li> <li>• Business Management Training</li> <li>• Marketing skills</li> <li>• Job costing and budget systems</li> <li>• Material control and Storage</li> <li>• Quality assurance</li> <li>• CATIA workstation and training</li> <li>• Tooling operations</li> <li>• Quarterly audits</li> </ul>
Boeing MTA Division	Mid-America Consulting Group	<ul style="list-style-type: none"> <li>• Electrical/avionics assistance</li> </ul>
Boeing MTA Division	Aircraft Engineering Corp.	<ul style="list-style-type: none"> <li>• Quality training</li> <li>• Cost-price analysis lectures</li> </ul>
Booz-Allen & Hamilton	Proxicom	<ul style="list-style-type: none"> <li>• Business and technical assistance on management questions</li> <li>• Employee qualification summary</li> </ul>
Booz-Allen & Hamilton	Unisource Systems	<ul style="list-style-type: none"> <li>• Business infrastructure development</li> <li>• Training course development</li> <li>• Project management training</li> </ul>
Booz-Allen & Hamilton	Dynamic Resources	<ul style="list-style-type: none"> <li>• Business management, project management assistance</li> <li>• Assistance on level 2 SEI training</li> <li>• Quality training</li> <li>• Evaluation of financial system</li> <li>• Business and marketing training</li> </ul>
Booz-Allen & Hamilton	ComputerCraft Corporation (CCC)	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Final drafts of corporate personnel job descriptions and corporate personnel appraisal system</li> </ul>
Booz-Allen & Hamilton	Engineering Systems Consultants	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Engineering training</li> <li>• Business development</li> </ul>
Booz-Allen & Hamilton	Engineering Systems Consultants	<ul style="list-style-type: none"> <li>• Marketing Support, joint marketing, market analysis, brochures</li> <li>• Engineering training</li> <li>• Business development</li> <li>• Needs assessment</li> <li>• Strategic planning course</li> </ul>
Booz-Allen & Hamilton	Hilton Systems (HSI)	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business opportunity development</li> </ul>
Booz-Allen & Hamilton	Applied Quality Communications	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Assessment of HR manual</li> <li>• Strategic planning</li> </ul>
Booz-Allen & Hamilton	Dynamic Resources	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Business management, project management assistance</li> <li>• Evaluation of financial system</li> <li>• Quality assurance training</li> </ul>
Booz-Allen & Hamilton	FC Business Systems	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Review of HR manual</li> <li>• Financial planning and pricing assistance</li> <li>• Information on SEI certification process</li> <li>• Strategic planning session conducted</li> </ul>

**Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
Booz-Allen & Hamilton	ICRC Energy	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Joint marketing</li> <li>• Proposal development assistance</li> </ul>
Booz-Allen & Hamilton	Proxicom	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Marketing opportunities</li> </ul>
Borg-Warner Protective Service	AeroTech Service	<ul style="list-style-type: none"> <li>• Quality and technical training on providing effective security service</li> <li>• Quality training and security services training</li> </ul>
Brown & Root Environmental	MELE Associates	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business practices assistance</li> <li>• Proposal preparation and development</li> <li>• Teaming on contracts/proposals</li> </ul>
Computer Sciences Corporation	Data Networks Corporation	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Web site development</li> <li>• HR development and recruiting seminars</li> <li>• Marketing presentation development</li> <li>• Oral presentation development</li> <li>• Joint marketing efforts</li> </ul>
Computer Sciences Corporation	Executive Security & Engineering Technologies (ESET)	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Web site development</li> <li>• HR development and recruiting seminars</li> <li>• Marketing presentation development</li> <li>• Oral presentation development</li> <li>• Joint marketing efforts</li> </ul>
Dames & Moore	Montemayor	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Developed Basic Brochure</li> </ul>
Dames & Moore	PRAD Group	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business development trip</li> </ul>
Dames & Moore	TapanAm Associates	<ul style="list-style-type: none"> <li>• Marketing Support</li> </ul>
Digital Equipment Corp.	New Venture Technology Corporation	<ul style="list-style-type: none"> <li>• Financial consulting</li> <li>• HR consulting</li> <li>• Process engineering consulting</li> <li>• Test consulting</li> </ul>
Digital Equipment Corp.	Springboard Technology Corp.	<ul style="list-style-type: none"> <li>• Startup technical assistance</li> <li>• Advice on request</li> <li>• Manufacturing training</li> </ul>
Earth Tech	Jones Technologies	<ul style="list-style-type: none"> <li>• Financial assistance</li> <li>• Business Management Training</li> <li>• Marketing support</li> </ul>
Earth Tech	TN & Associates	<ul style="list-style-type: none"> <li>• Legal, insurance, Bonding assistance/guidance</li> <li>• HR seminars</li> <li>• Estimating systems and accounting seminar</li> <li>• Marketing seminar</li> <li>• Business management training</li> <li>• Quality assurance/quality control training</li> </ul>
Earth Tech	Sol Engineering	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• HAZWOPER/confined space technology training</li> <li>• Engineering training</li> </ul>

**Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
Earth Tech	Entech	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Financial management training</li> <li>• Program management</li> <li>• HR training</li> <li>• Health and safety</li> </ul>
Earth Tech	Research Management Consultants	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Project management training</li> <li>• HR training</li> <li>• Needs assessment</li> </ul>
Eastman Kodak Co.	Chahta Enterprises	<ul style="list-style-type: none"> <li>• Evaluation of protégé as a harness supplier</li> <li>• Site evaluation and comparative assessment</li> </ul>
Eastman Kodak Co.	McDonald Technologies International	<ul style="list-style-type: none"> <li>• Process/Industrial engineer spent over 400 hours at protégé firm</li> <li>• Manufacturing process assessed and bottlenecks identified</li> <li>• Quality and product handling training</li> </ul>
EG&G, Inc. Florida	Foothill Engineering Consultants	<ul style="list-style-type: none"> <li>• Quality assurance</li> <li>• Proposal Development</li> <li>• Program Management Instruction</li> </ul>
Electronic Data Systems	Authorization Systems (ASI)	<ul style="list-style-type: none"> <li>• Needs assessment</li> </ul>
Electronic Warfare Associates	Azimuth	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Systems engineering training</li> <li>• Base programming</li> <li>• Database management</li> <li>• Internet utilization, security procedures</li> <li>• System architecture software, RFP questions</li> </ul>
Electronics and Space Corporation	Lee Ross and Associates	<ul style="list-style-type: none"> <li>• Quality engineering and assurance assistance</li> <li>• Equipment control system</li> <li>• Facility layout</li> <li>• Assistance in the manufacture of cables</li> </ul>
Envisions	Management Support Technology	<ul style="list-style-type: none"> <li>• Discussions in planning and processes</li> </ul>
Fluor Daniel	Bhate Environmental Associates	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Proposal training/sales training</li> </ul>
Fluor Daniel	Operational Technologies Corp.	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Proposal training/sales training</li> <li>• Joint environment projects</li> <li>• On-site consulting</li> </ul>
Foster Wheeler Environmental	The Kevric Company	<ul style="list-style-type: none"> <li>• Development of craft labor agreements</li> <li>• Engineering training</li> <li>• Business marketing development</li> <li>• Quality training</li> </ul>
Foster Wheeler Environmental	Nobis Engineering	<ul style="list-style-type: none"> <li>• Health and safety</li> <li>• Asbestos abatement courses</li> <li>• GIS training</li> <li>• Marketing and technical skill development courses</li> </ul>
Foster Wheeler Environmental	Zambrana Engineering	<ul style="list-style-type: none"> <li>• Health and safety</li> <li>• GIS training</li> <li>• Accounting and financial management courses</li> </ul>
Foster Wheeler Environmental	Ageiss Environmental Group	<ul style="list-style-type: none"> <li>• Joint marketing</li> <li>• HR training</li> <li>• Seminar on data quality services</li> </ul>

Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
Foster Wheeler Environmental	Desmear Systems	<ul style="list-style-type: none"> <li>• Joint marketing</li> <li>• Engineering environmental experience</li> <li>• On the job training</li> <li>• Project management support</li> <li>• Accounting system assistance</li> </ul>
Foster Wheeler Environmental	Nobis Engineering	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Engineering training</li> <li>• Quality training</li> <li>• Risk assessment</li> </ul>
GDE Systems	Technetics	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Engineering/Technical Training</li> <li>• Quality training</li> </ul>
GE Aircraft Engines	Andrews Laser Works Corp.	<ul style="list-style-type: none"> <li>• Engineering drawing interpretation heat treating capability assistance</li> <li>• Heat treating capability assistance</li> </ul>
GE Aircraft Engines	Ferco Tech	<ul style="list-style-type: none"> <li>• Facility layout</li> <li>• Procurement plan</li> <li>• Evaluated inspection equipment</li> <li>• Optical and ultrasonic inspection methods</li> <li>• Engineering drawing analysis</li> </ul>
GRC International	MELE Associates	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• HR—compensation planning</li> </ul>
GRC International	SoBran	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• HAZWOPER (reviewing software)</li> <li>• IT Track (reviewing software)</li> <li>• Assessment of all 4 SoBran sites</li> <li>• Joint proposal development</li> <li>• Software engineering capability model classes</li> </ul>
Harding Lawson Associates	Research Management Consultants	<ul style="list-style-type: none"> <li>• Contract management</li> <li>• Cost schedule control</li> </ul>
Harding Lawson Associates	Aqeiss Environmental Group	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Regulatory compliance</li> <li>• Joint proposal preparation</li> <li>• Business support</li> <li>• Assistance with graphics and printing</li> </ul>
Harding Lawson Associates	LEE & RO Consulting Engineers	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Identified specific future opportunities</li> <li>• Joint proposal preparation</li> </ul>
Hensel Phelps Construction	Dominion Services	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Joint proposals/bids, teaming</li> </ul>
Honeywell Military Avionics	K-W Products	<ul style="list-style-type: none"> <li>• Defined developmental opportunities/site inspection</li> <li>• Defined timeline and teams to achieve opportunity</li> <li>• Reviewed financial software requirements</li> <li>• HR resource guidance on employee relations</li> </ul>
Hughes Aircraft Company	Summa Technology	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Analysis of protégé's cost structure</li> <li>• Quality training</li> <li>• Training in welding techniques</li> <li>• Complex machining</li> <li>• Major assembly techniques</li> <li>• Electron beam welding</li> <li>• Management and control techniques</li> <li>• Proposal presentation</li> </ul>

**Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
Hughes Aircraft Company	Kuchera Defense Systems	<ul style="list-style-type: none"> <li>• Bid and proposal assistance</li> <li>• Process engineering</li> <li>• ESD assistance</li> <li>• Assembly technicians</li> <li>• Test procedures</li> <li>• Evaluating testing requirements for estimates</li> <li>• Business management training</li> <li>• Marketing support</li> <li>• Quality training</li> <li>• Manufacturing training</li> <li>• Purchasing</li> </ul>
Hughes Electronics Corporation	Management & Technology Assn.	<ul style="list-style-type: none"> <li>• Training in program management for test program set development</li> <li>• Training in preparation of proposals (also technical)</li> <li>• Training begun in ISO 9000</li> </ul>
IBM Global Government Industry	ABF Enterprises	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> <li>• Marketing infrastructure assistance</li> <li>• Executive strategies training</li> </ul>
IBM Global Government Industry	Advance Computer Services (ACS)	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Marketing assistance</li> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>
IBM Global Government Industry	Computer Consultant Operation Specialist (CC-OPS)	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>
IBM Global Government Industry	Correa Enterprises (CEI)	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Marketing assistance</li> <li>• Year 2000 training completed</li> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>
IBM Global Government Industry	Dynamic Technology Systems	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Marketing infrastructure assistance</li> <li>• Internal IBM marketing</li> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>
IBM Global Government Industry	Management Support Technology	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Marketing infrastructure assistance</li> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>
ICF Kaiser	Engineering Technologies Associates	<ul style="list-style-type: none"> <li>• Teaming on contract</li> <li>• Engineering/Technical training</li> <li>• Quality training</li> </ul>
International Technology Corporation	Pedro Panzardi & Associates	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Quality training</li> <li>• Engineering/Technical training</li> <li>• Project management</li> </ul>
Jacobs Engineering Group	Aquirre Engineers	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Proposal preparation</li> </ul>
Jacobs Engineering Group	Scientific Sales (SSI)	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Technical support</li> <li>• TQM</li> </ul>

**Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
Johnson Controls	Norcor Technologies	<ul style="list-style-type: none"> <li>• Marketing Support</li> </ul>
Law Engineering and Environmental Services	Omega Environmental	<ul style="list-style-type: none"> <li>• Training new employees</li> <li>• Training in contracts, proposal preparation and subcontracts</li> <li>• Marketing and business management</li> <li>• Needs assessment—infrastructure review</li> </ul>
Levine-Fricke-Recon	EnviroSystems Group	<ul style="list-style-type: none"> <li>• Identified staffing needs and capabilities</li> <li>• Marketing and business development strategies</li> <li>• Billing issues</li> </ul>
Levine-Fricke-Recon	The Ellington Group	<ul style="list-style-type: none"> <li>• Identified staffing needs and capabilities</li> <li>• Marketing and business development strategies</li> <li>• Billing issues</li> <li>• EDI Training</li> <li>• Radiological worker</li> </ul>
Lockheed Martin	C.A. Spalding	<ul style="list-style-type: none"> <li>• Manufacturing training</li> <li>• Business Management Training</li> <li>• Marketing support, proposal preparation techniques</li> <li>• Engineering training</li> <li>• Quality training</li> <li>• Needs assessment and market analysis</li> </ul>
Lockheed Martin	Enqnetics	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Quality training</li> <li>• Manufacturing and engineering training</li> <li>• Configuration management, reliability training</li> </ul>
Lockheed Martin	End to End	<ul style="list-style-type: none"> <li>• CASS technology assistance</li> <li>• Software upgrades, workstation modifications</li> <li>• Quality training</li> </ul>
Lockheed Martin	Industrial Data Link Corporation	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Engineering/Technical training</li> <li>• Quality training</li> <li>• Business management training</li> <li>• Systems integration training</li> <li>• Testing and product development training in ISED, SE1000 Image Generator, AFIST</li> </ul>
Lockheed Martin	Atlas Engineering	<ul style="list-style-type: none"> <li>• Establishing marketing and business development functions</li> <li>• Operating procedures</li> <li>• Operational controls and requirements</li> <li>• Management personnel</li> </ul>
Lockheed Martin	TLC Precision Wafer Tech	<ul style="list-style-type: none"> <li>• Finance and accounting business training</li> <li>• Marketing analysis and training</li> <li>• Training and design and testing of MIMIC</li> <li>• Wafer scribe and separation equipment training</li> <li>• Proposal preparation</li> <li>• Electrical structure engineering</li> <li>• Design training</li> <li>• Test procedures</li> </ul>
Lockheed Martin	A&T Systems	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business development assistance</li> <li>• Quality improvement</li> <li>• HR support/personnel management</li> <li>• New business acquisition course</li> <li>• Development of ISO 9000 standards</li> <li>• Proposal development</li> <li>• TQM Customer satisfaction</li> </ul>

**Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
Lockheed Martin	Garcia Consulting (GCI)	<ul style="list-style-type: none"> <li>• Program/project management</li> <li>• Business Management Training</li> <li>• Marketing/business development support</li> <li>• Quality training</li> <li>• Personnel</li> <li>• Administrative support</li> <li>• Corporate operations</li> </ul>
Lockheed Martin	LTS Corporation	<ul style="list-style-type: none"> <li>• Project management support</li> <li>• Personnel management</li> <li>• Marketing and education</li> <li>• Proposal preparation</li> <li>• Business planning</li> <li>• SUN Solaris systems training</li> <li>• Turbo Pascal language training</li> </ul>
Lockheed Martin	S&W Innovative Solutions	<ul style="list-style-type: none"> <li>• SEI Capability Maturity model training</li> <li>• Software training</li> <li>• Team environment working</li> <li>• Fundamentals of Media relations</li> <li>• Design, development and publication of show panel</li> </ul>
Lockheed Martin	Pioneer Machine & Tooling Co.	<ul style="list-style-type: none"> <li>• Statistical process control training</li> <li>• Program management training</li> <li>• Computer training</li> <li>• Weld engineer assistance</li> </ul>
Lockheed Martin	Digicomp Research Corp.	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Training for software safety analysis techniques</li> <li>• Business management assistance</li> <li>• Engineering training</li> </ul>
Lockheed Martin Vought Systems Corporation	Técnico Corporation	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Assistance with transferring technology from laboratory to production for missile parts</li> <li>• Quality training</li> <li>• Engineering training in composite manufacturing</li> </ul>
ManTech International Corp. Advanced Systems	Marada Corporation	<ul style="list-style-type: none"> <li>• Financial management: Information on available sources of income (SBA loans, progress payments, etc.)</li> <li>• Contract management procedures, FAR assistance</li> <li>• Contract negotiation assistance</li> <li>• Proposal compliance</li> <li>• Government security standard procedures development</li> </ul>
ManTech International Corp.	Avion Technologies	<ul style="list-style-type: none"> <li>• Marketing assistance</li> </ul>
Mavtag Aircraft Corporation	MCDS	<ul style="list-style-type: none"> <li>• Technical training</li> <li>• Program management</li> <li>• Marketing assistance</li> <li>• Bid preparation/estimation</li> <li>• DCAA audit prep</li> <li>• Security</li> <li>• HR</li> <li>• Contracting methods</li> </ul>
McDonnell Douglas Aerospace	Aero-Fab Corporation	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Quality training</li> <li>• Manufacturing training</li> <li>• Engineering training</li> </ul>
McDonnell Douglas Technologies	Technology Management	<ul style="list-style-type: none"> <li>• Marketing Support</li> </ul>
MCI Telecommunications	TEXCOM	<ul style="list-style-type: none"> <li>• Identified staffing needs and capabilities</li> <li>• Marketing and business development strategies</li> <li>• Billing issues</li> </ul>

**Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
MCI Telecommunications	Ronson Communications & Information	• Marketing Support
Morrison Knudsen Corporation	Material Management Group	<ul style="list-style-type: none"> <li>• Environmental risk assessment assistance</li> <li>• Preparation of compliance plans and procedures</li> <li>• Training and assistance in technical specification writing</li> <li>• Teaming with mentor on proposal/performance of contracts</li> <li>• Toxicology risk assessment training</li> </ul>
Morrison Knudsen Corporation	Allied Technology Group	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Quality training</li> <li>• Engineering training</li> <li>• Procurement and quality control policies and procedures</li> </ul>
Morrison Knudsen Corporation	The Roybal Corporation	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Engineering/Technical Training</li> <li>• Health and safety</li> <li>• Contracts formats</li> </ul>
Morrison Knudsen Corporation	Environmental Chemical Corp.	<ul style="list-style-type: none"> <li>• Training and marketing support</li> <li>• Procurement procedures</li> <li>• Quality control</li> <li>• Joint pursuit of DoD contracts</li> </ul>
N.E.T. Federal	GLS Associates	• Needs assessment
NCR Government Systems	User Technology Associates	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Strategic analysis/planning</li> <li>• Offer management (teaming)</li> </ul>
NCR Government Systems	Diez Software Services	<ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Strategic analysis/planning</li> <li>• Offer management (teaming)</li> </ul>
Newport News Shipbuilding	Xeno Technix	<ul style="list-style-type: none"> <li>• Engineering/technical training</li> <li>• Business Management Training</li> </ul>
Northrop Grumman Aerospace	DFP Manufacturing Corp.	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Manufacturing training</li> <li>• Quality training</li> <li>• Engineering training</li> </ul>
Northrop Grumman Corp.	The ENSER Corporation	<ul style="list-style-type: none"> <li>• Manufacturing systems support and training</li> <li>• Marketing support on thermal batteries</li> </ul>
Northrop Grumman Corp.	BEOWULF Corporation	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Engineering/Technical Training</li> <li>• Quality training</li> </ul>
Northrop Grumman Corp.	Aero Chip	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Manufacturing training</li> <li>• Engineering Training</li> <li>• Quality training</li> </ul>
O'Brien & Gere Engineers	Performance Consultants Intl.	<ul style="list-style-type: none"> <li>• Quality assistance</li> <li>• Technical assistance</li> <li>• Cost accounting assistance</li> </ul>

**Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
OHM Remediation Services	Deerinwater Environmental Services	<ul style="list-style-type: none"> <li>• Insurance review and bonding</li> <li>• Quality assurance</li> <li>• Quality control</li> <li>• HR development</li> <li>• Marketing and proposal development</li> <li>• Procurement and contract administration</li> <li>• Finance and accounting assistance; budget analysis and preparation</li> </ul>
OHM Remediation Services	Anchorage Enterprises	<ul style="list-style-type: none"> <li>• Legal advice</li> <li>• Safety training</li> </ul>
OHM Remediation Services	G&C Environmental Services	<ul style="list-style-type: none"> <li>• Safety training through site safety officer's course and OSHA course</li> </ul>
Olin Defense Systems	PCI	<ul style="list-style-type: none"> <li>• TQM training</li> <li>• Engineering/Technical training</li> <li>• Reporting assistance</li> <li>• Business/financial management training</li> <li>• Engineering/technical guidance</li> </ul>
Owens & Minor Medical	Kerma Medical Products	<ul style="list-style-type: none"> <li>• Marketing Support</li> </ul>
Parsons Engineering Science	BAT Associates	<ul style="list-style-type: none"> <li>• Resume assessment</li> <li>• Proposal support</li> <li>• OSHA training (course on hazardous waste)</li> </ul>
Pratt & Whitney	Alphatech Systems	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Engineering/Technical Training</li> <li>• Contracts administration</li> <li>• Quality training</li> </ul>
PRC	Karta Technology	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Proposal preparation training</li> </ul>
PRC	WGA	<ul style="list-style-type: none"> <li>• Resume searches and staffing plans</li> </ul>
Q.E.D. Systems	S3 Software Systems Standard Ltd.	<ul style="list-style-type: none"> <li>• Administrative guidelines</li> <li>• Management directives</li> <li>• Developed corporate infrastructure</li> <li>• Proposal development</li> <li>• HR management</li> <li>• Quality control management and process control</li> <li>• Established technical expertise and qualifications in Logistics support services</li> </ul>
Raytheon Company Missile Systems	LAU Technologies	<ul style="list-style-type: none"> <li>• Systems design</li> <li>• Component level testing</li> <li>• Fluid pressure test</li> <li>• Environmental qualification test</li> <li>• Assembly/fabrication techniques (fluid control)</li> <li>• Process development</li> <li>• Test equipment design/development</li> </ul>
Raytheon Company Missile Systems	Valley Enterprises	<ul style="list-style-type: none"> <li>• Upgrade of quality systems</li> <li>• Manufacturing training</li> <li>• Engineering/Technical Training</li> <li>• Business management training</li> </ul>
Raytheon Company Systems Group	Balo Precision Parts	<ul style="list-style-type: none"> <li>• Training in continuous flow manufacturing overflow</li> <li>• Statistical process control training</li> <li>• Business process control training</li> <li>• Design to cost training</li> <li>• Design for 6 SIGMA manufacturing training</li> <li>• Training course on geometric dimensioning and tolerance</li> </ul>

**Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
Raytheon Company Systems Group	Minco Technology Labs	<ul style="list-style-type: none"> <li>• Updated electronic test equipment</li> <li>• Cycle time, benchmarking training</li> <li>• Business process management training</li> <li>• 6 SIGMA manufacturing training</li> <li>• On-site consulting</li> </ul>
Raytheon Company TI Systems	Choctaw Nation Finishing Company	<ul style="list-style-type: none"> <li>• Industrial engineering support for facility expansion</li> <li>• Metal Fab manufacturing</li> <li>• Machine tooling and maintenance</li> <li>• Container design and producibility engineering</li> <li>• Subcontract management</li> </ul>
RGI	MacFadden Associates	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Proposal development support</li> </ul>
Rockwell International Corp.	Datamaqnetics	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Quality assurance</li> <li>• Source selecting</li> <li>• Expediting</li> <li>• Engineering drawing interpretations</li> </ul>
SAIC	Quality Research	<ul style="list-style-type: none"> <li>• Bid preparation/estimation</li> <li>• Program management</li> <li>• Technical training</li> <li>• Marketing assistance</li> <li>• DCAA audit prep</li> <li>• Security</li> <li>• HR</li> <li>• Contracting methods</li> </ul>
SAIC	International Technology (ITI)	<ul style="list-style-type: none"> <li>• Teaming on contract proposals</li> </ul>
SAIC	Paradigm Technologies	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Review of subcontract agreements</li> <li>• Finance and accounting support</li> <li>• Corporate infrastructure development</li> </ul>
SAIC	American Technologies	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> </ul>
SAIC	Advanced Integrated Management Services	<ul style="list-style-type: none"> <li>• Program management course</li> </ul>
SAIC	Hydrovision	<ul style="list-style-type: none"> <li>• Project management course</li> <li>• Business Management Training</li> <li>• Marketing support</li> </ul>
Sikorsky Aircraft Corporation	Space-Craft Manufacturing	<ul style="list-style-type: none"> <li>• Total quality manufacturing</li> <li>• Comprehensive procurement</li> <li>• Quality assurance</li> </ul>
Stewart & Stevenson Services	Delta Enterprises (Electro National)	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Packaging design, development and application</li> <li>• Contract management</li> <li>• Purchasing assistance</li> <li>• Accounting assistance</li> </ul>
Sverdrup Technology Corp.	Analytical Services	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Proposal development support</li> <li>• Badge/ID preparation</li> </ul>
Timken	Ohio Tech Man. & Distributors	<ul style="list-style-type: none"> <li>• Computer training</li> <li>• Helped to establish a warehousing agent</li> <li>• Monthly meetings with senior buyers from mentor</li> <li>• Financial and computer assistance</li> <li>• Financial accounting</li> </ul>

**Type of Assistance Provided in 155 Mentor Protégé Agreements (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Type of Assistance provided to Protégé</b>
TRW Space & Electronics Group	Electronic Specialty Corp.	<ul style="list-style-type: none"> <li>• Assistance to enable ESC to supply electro-mechanical relays for spacecraft</li> </ul>
TRW Space & Electronics Group	Luna Defense Systems	<ul style="list-style-type: none"> <li>• Engineering and Project support</li> <li>• Marketing Support</li> <li>• Technical assistance</li> <li>• Managerial assistance</li> <li>• Proposal writing</li> </ul>
TRW Space & Electronics Group	Frontier Electronic Systems	<ul style="list-style-type: none"> <li>• Quality engineering</li> <li>• Manufacturing engineering</li> <li>• Test engineering</li> <li>• Simulation analysis</li> </ul>
United Defense LPSTET	Sioux Manufacturing Corp.	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Business Management Training</li> <li>• Manufacturing training</li> <li>• Engineering training</li> <li>• Quality training</li> <li>• Proposal development</li> <li>• Cost analysis</li> </ul>
Vought Aircraft Company	Witter Manufacturing	<ul style="list-style-type: none"> <li>• Business and marketing support</li> <li>• Skills and safety training</li> <li>• Financial management review and recommendations</li> <li>• Enhanced production methods for in-flight aircraft electrical wire cable harnesses</li> </ul>
Woodward-Clyde Federal Services	NFT	<ul style="list-style-type: none"> <li>• Marketing Support</li> <li>• Legal advice</li> <li>• Proposal preparation and development</li> <li>• Finance assistance</li> <li>• Cost accounting assistance</li> </ul>
Woodward-Clyde Federal Services	Natural Resources Consulting Engineers (NRCE)	<ul style="list-style-type: none"> <li>• Proposal preparation</li> <li>• Business development assistance</li> </ul>
WW Engineering & Science	TN & Associates	<ul style="list-style-type: none"> <li>• Spacecraft subsystems engineering services</li> </ul>
Vought Aircraft Company	Witter Manufacturing	<ul style="list-style-type: none"> <li>• In-flight electrical fabrication certifications and skills training</li> </ul>

## **Appendix IV**

### **Use of HBCUs, PTACs, SBDCs In 25 Mentor-Protégé Agreements**

### Use of HBCUs/MIs, PTACs, SBDCs in 25 Mentor-Protégé Agreements

Mentor	Protégé	Use of HBCU/MI, PTAC, SBDC
BDM International	Artel	• PTAC George Mason for software practice assessment
BDM International	Knowledge Connections	• George Mason University for development of business plan, finance accounting plans, marketing systems
BDM International	Mitchell Systems Corporation	• George Mason University business needs assessment
Bell Helicopter Textron	Precise Hydraulics	• Angelina College: Employee training—Industrial methods, measurement skills, blueprint reading, mill specifications, machining of metals
Bell Helicopter Textron	Aurora Casting & Engineering	• New York City SBDC—reviewing master plan
Bell Helicopter Textron	Manufacturing Development	• SBDC—Wichita State University
Boeing Defense and Space Group	Pyro Media	• Florida A&M conducted blind testing of design models
Dames & Moore	Montemayor	• PTAC to provide management and technical assistance to protégé
Dames & Moore	PRAD Group	• Unspecified PTAC for management and technical assistance
Dames & Moore	TapanAm Associates	• Prairie View A&M used by mentor (coop agreement to use engineering students for education)
Earth Tech	TN & Associates	• Howard University special training • New Mexico State University • Texas A&M, Kingsville
EG&G, Inc. Florida	Foothill Engineering Consultants	• Mentor of Environmental Consortium • Haskell Indian Nation is a team member of \$300M USACE
Electronic Warfare Associates	Azimuth	• PTAC Mid Ohio Valley Regional Council provided proposal preparation workshop
Foster Wheeler Environmental	Nobis Engineering	• George Mason University marketing and business plans
Foster Wheeler Environmental	The Kevric Company	• George Mason University PTAC asbestos services training
Foster Wheeler Environmental	Zambrana Engineering	• George Mason University ARC software training
Foster Wheeler Environmental	Desmear Systems	• Clark Atlanta University--ARC Info software training and marketing training and assistance
Law Engineering and Environmental Services	Omega Environmental	• Florida A&M provided coop students
Lockheed Martin Aeronautical Systems	Enginetics	• Central State University, OH, with engineering and qualifications tests • Morris Brown Research Inst. assisted in manufacturing layout • North Carolina A&T: evaluation of product
Lockheed Martin Aeronautical Systems	C.A. Spalding	• North Carolina A&T provided marketing and technical support
Lockheed Martin Electronics and Missiles Systems	TLC Precision Wafer Tech	• Florida A&M (\$330K) technical training • Bethune-Cookman (\$75K) for accounting assistance
Lockheed Martin Electronics and Missiles Systems	Atlas Engineering	• Bethune-Cookman: assessment of protégé, agreement

# Use of HBCUs/MIs, PTACs, SBDCs in 25 Mentor-Protégé Agreements (contd.)

Mentor	Protégé	Use of HBCU/MI, PTAC, SBDC
NCR Government Systems Corporation	User Technology Associates	<ul style="list-style-type: none"> <li>• Bowie State University for targeted marketing research</li> <li>• Morris Brown Research Inst. Provide overall project management</li> </ul>
Northrop Grumman Corp. Huntsville Engineering Center	BEOWULF Corporation	<ul style="list-style-type: none"> <li>• PTAC George Mason University to provide business planning, market surveys and marketing support</li> <li>• SBDC N.E. Alabama to provide business planning, market surveys and marketing support</li> </ul>
OHM Remediation Services	G&C Environmental Services	<ul style="list-style-type: none"> <li>• SBDC Philadelphia Minority BDC for business plan development</li> </ul>
OHM Remediation Services Corporation	Deerinwater Environmental Services	<ul style="list-style-type: none"> <li>• Clark Atlanta University to assist in HR and quality assurance/quality control development activities</li> <li>• Clark Atlanta University facilitated "Delivery of Government Services" workshop</li> </ul>

## **Appendix V**

### **Certifications Received At 32 Protégé Companies**

### Certifications Received at 32 Protégé Companies

<b>Mentor</b>	<b>Protégé</b>	<b>Certifications Received</b>
Bechtel Environmental	Hong Environmental	• Owner received Minority Small Business Person of the Year award in 1995
Bell Helicopter Textron	Precise Hydraulics	• QPS 100 class
Boeing MTA Division	Aircraft Engineering Corp.	• Certification as preferred supplier to mentor
Booz-Allen & Hamilton	Dynamic Resources	• Level 2 SEI
Dames & Moore	Montemayor	• Preferred supplier of UST removal service
Eastman Kodak Co.	McDonald Technologies International	• Quality and cycle time improvements resulted in Silver Quality First Award
EG&G, Inc. Florida	Foothill Engineering Consultants	• Foothill is a preferred supplier to mentor
GE Aircraft Engines	Andrews Laser Works Corporation	• Operator certification
Harding Lawson Associates	LEE & RO Consulting Engineers	• Laboratory certification with Army
Hughes Aircraft Company	Summa Technology	• Hughes Electronic Strategic Supplier • Certified supplier to other prime contractors
Hughes Aircraft Company	Kuchera Defense Systems	• Mil-1-4520A, Mil-C-45662, Mil-STD-1686 • IPC-610, Mil-STD-2000
International Technology Corp.	Pedro Panzardi & Associates	• Preferred supplier status
Law Engineering and Environmental Services	Omega Environmental	• Navy Small Business Environmental Excellence Award
Lockheed Martin	Enginetics	• Approved C130 subsystems supplier
Lockheed Martin	C.A. Spalding	• F-22 Certified RTM supplier
Lockheed Martin	End to End	• Certified supplier for LM Information Systems
Lockheed Martin Federal Systems	S&W Innovative Solutions	• SEI CMM level 2 • 8(a) certification with assistance of mentor • Secret Security Clearance granted
Lockheed Martin	Pioneer Machine & Tooling Co.	• D1-9000 Quality Program • MILI 45208A Quality System approved
Lockheed Martin Vought Systems	Técnico Corporation	• ISO 9002 compliant system • Approved supplier for mentor
Morrison Knudsen Corporation	The Roybal Corporation	• Certified industrial hygienist training/reviews
Northrop Grumman Corp	The ENSER Corporation	• Raytheon approved supplier • Production partner status with Sandia National Labs
Northrop Grumman Corp.	Aero Chip	• Key Plan Award (from N/G) for outstanding quality and training
OHM Remediation Services	Deerinwater Environmental Services	• Protégé received mentor's 1997 Small Business Award of Excellence
OHM Remediation Services	G&C Environmental Services	• OSHA compliance for subcontracting
Pratt & Whitney Govt. Engines & Space Propulsion	Alphatech Systems	• Protégé now on Qualified Supplier list for mentor
Raytheon Company Missile Systems	KW Microwave	• Gold Preferred Supplier to McDonnell-Douglas • Preferred supplier to Raytheon • ISO 9000 1
Raytheon Company Missile Systems	LAU Technologies	• ISO 9000

### Certifications Received at 32 Protégé Companies (contd.)

Mentor	Protégé	Certifications Received
Raytheon Company Missile Systems	Valley Enterprises	• ISO 9000—training only
Raytheon Company TI Systems	Choctaw Nation Finishing Company	• Supplier of V passivation type V11 and alodine 1200 finishing
Raytheon Company Missile Systems Division	LAU Technologies	• Qualified supplier of Patriot liquid cooler
Stewart & Stevenson Services Tactical Vehicle Systems Division	Delta Enterprises (Electro National Corporation)	<ul style="list-style-type: none"> <li>• ISO 9002 compliant system</li> <li>• American Welding Society Standards D1.1 and D1.2</li> <li>• Approved packaging design for Troop Transport Alarm Assemblies and Fire Extinguisher brackets</li> </ul>

## **Appendix VI**

### **Technical Capabilities Realized/Enhanced At 53 Protégé Companies**

### Technical Capabilities Realized/Enhanced at 53 Protégé Companies

Mentor	Protégé	Technical Capabilities Realized/Enhanced
Bechtel Environmental	Hong Environmental	<ul style="list-style-type: none"> <li>• CADD for producing as-builts of work performed</li> <li>• On-site training in construction and startup of remedial facilities</li> <li>• Experience in heavy electrical wiring, mechanical construction and computer-based controls</li> </ul>
Bell Helicopter Textron	Manufacturing Development	<ul style="list-style-type: none"> <li>• Value Added Network access</li> <li>• Titanium fabrication for firewall assembly</li> </ul>
Bell Helicopter Textron	Precise Hydraulics	<ul style="list-style-type: none"> <li>• Improved assembly of aircraft ground wheel</li> </ul>
Bell Helicopter Textron	Systems Research and Development, Corp. (SRDC)	<ul style="list-style-type: none"> <li>• XPATCH software</li> </ul>
Bell Helicopter Textron	Aurora Casting & Engineering	<ul style="list-style-type: none"> <li>• Stereo-lithography casting</li> </ul>
Boeing MTA Division	Aircraft Engineering Corp.	<ul style="list-style-type: none"> <li>• UGII Station provided</li> <li>• Hand drilling operation training of 2 employees</li> </ul>
Booz-Allen & Hamilton	Proxicom	<ul style="list-style-type: none"> <li>• Development of automated sales production processes</li> </ul>
Earth Tech	Entech	<ul style="list-style-type: none"> <li>• Environment risk assessment</li> </ul>
Earth Tech	TN & Associates	<ul style="list-style-type: none"> <li>• Environment risk assessment</li> <li>• Hazardous material handling</li> <li>• Pollution prevention</li> <li>• Remedial design and construction</li> <li>• Multimedia environmental compliance audit</li> </ul>
Eastman Kodak Co.	McDonald Technologies International	<ul style="list-style-type: none"> <li>• Advanced from simple circuit board manufacturing to complex mother boards</li> </ul>
Electronics and Space Corporation	Lee Ross and Associates	<ul style="list-style-type: none"> <li>• Layout design to include surface mount technical transfer</li> </ul>
Foster Wheeler Environmental Corp.	Nobis Engineering	<ul style="list-style-type: none"> <li>• Asbestos</li> <li>• DIS</li> <li>• HAZWOPER</li> </ul>
Foster Wheeler Environmental Corp.	Zembrana Engineering	<ul style="list-style-type: none"> <li>• GPS capabilities</li> </ul>
GDE Systems	Technetics	<ul style="list-style-type: none"> <li>• Surface Mount Technology</li> </ul>
GE Aircraft Engines	Andrews Laser Works Corporation	<ul style="list-style-type: none"> <li>• Laser blanking technology acquisition</li> <li>• Interface of machining equipment with LAN system</li> </ul>
GE Aircraft Engines	Ferco Tech	<ul style="list-style-type: none"> <li>• CAD capability (electronic drawing)</li> <li>• Drawing and specification abilities improved</li> </ul>
Hughes Aircraft Company Missile Systems	Summa Technology	<ul style="list-style-type: none"> <li>• Electron beam welding capabilities</li> <li>• Improved manufacturing processes</li> <li>• Improved quality assurance</li> </ul>
Hughes Aircraft Company	Kuchera Defense Systems	<ul style="list-style-type: none"> <li>• Solder paste applications</li> <li>• Solder wave profiling</li> <li>• Conformal coating</li> </ul>
IBM Global Government Industry	ABF Enterprises	<ul style="list-style-type: none"> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>

### Technical Capabilities Realized/Enhanced at 53 Protégé Companies (contd.)

Mentor	Protégé	Technical Capabilities Realized/Enhanced
IBM Global Government Industry	Advance Computer Services (ACS)	<ul style="list-style-type: none"> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>
IBM Global Government Industry	Computer Consultant Operation Specialist (CC-OPS)	<ul style="list-style-type: none"> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>
IBM Global Government Industry	Correa Enterprises (CEI)	<ul style="list-style-type: none"> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>
IBM Global Government Industry	Dynamic Technology Systems	<ul style="list-style-type: none"> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>
IBM Global Government Industry	Management Support Technology	<ul style="list-style-type: none"> <li>• Provided skills matrix database to provide joint opportunities and data share to all protégés</li> </ul>
Jacobs Engineering Group	Scientific Sales (SSI)	<ul style="list-style-type: none"> <li>• Computer networking and related training</li> </ul>
Lockheed Martin Aeronautical Systems	C.A. Spalding	<ul style="list-style-type: none"> <li>• Resin transfer molded parts</li> <li>• State of the art RTM facility established</li> <li>• CATIA design techniques</li> </ul>
Lockheed Martin Aeronautical Systems	Enqinetics	<ul style="list-style-type: none"> <li>• Abrasive water jet manufacturing</li> <li>• Design and use of assembly tooling</li> </ul>
Lockheed Martin Automation Systems	Industrial Data Link Corporation	<ul style="list-style-type: none"> <li>• AGTS gunner &amp; tank commander familiarization</li> <li>• AGTS system drawings, diagrams and documentation</li> <li>• SIMIEST 2000 procedures</li> <li>• LAN Windows NT operating system and software test procedures</li> <li>• SE1000/2000 Image Generator operations and maintenance</li> <li>• Verdix Ada Development System</li> <li>• UNIX familiarization</li> </ul>
Lockheed Martin Automation Systems	End to End	<ul style="list-style-type: none"> <li>• Automated to produce ATLAS coded instructions</li> <li>• Design multi-media and interactive knowledge products</li> </ul>
Lockheed Martin	TLC Precision Wafer Tech	<ul style="list-style-type: none"> <li>• Bar code system, manufacturing skills</li> </ul>
Lockheed Martin	Atlas Engineering	<ul style="list-style-type: none"> <li>• Engineering of product</li> </ul>
Lockheed Martin Federal Systems -- Manassas	LTS Corporation	<ul style="list-style-type: none"> <li>• SUN Solaris systems training</li> <li>• Turbo Pascal language training</li> </ul>
Lockheed Martin	Pioneer Machine & Tooling Co.	<ul style="list-style-type: none"> <li>• Accounting system</li> <li>• EDI</li> <li>• Quality Welding procedures</li> <li>• Estimating system</li> </ul>
Lockheed Martin	Digicomp Research Corp.	<ul style="list-style-type: none"> <li>• Software safety analysis</li> </ul>
Lockheed Martin Vought Systems Corp.	Técnico Corporation	<ul style="list-style-type: none"> <li>• Infrastructure to produce PATRIOT Missile mid-section housing</li> </ul>
Morrison Knudsen Corporation	Material Management Group	<ul style="list-style-type: none"> <li>• Increased technical capability—spec writing enabling contract with City of New Orleans</li> </ul>
Northrop Grumman Corp.	DFP Manufacturing Corp.	<ul style="list-style-type: none"> <li>• LAN training</li> <li>• Fabrication of tubular assemblies</li> <li>• Manufacturing process of bending swaging, expanding, forming, testing and process of military and commercial assembly</li> </ul>

# Technical Capabilities Realized/Enhanced at 53 Protégé Companies (contd.)

Mentor	Protégé	Technical Capabilities Realized/Enhanced
Northrop Grumman Corp.	The ENSER Corporation	• Technology to manufacture thermal batteries
Pratt & Whitney	Alphatech Systems	• Circuit board repair • Automation testing • Fiber optic cable assembly
Q.E.D. Systems	S3 Software Systems Standard Ltd.	• Developed technical manual • Computer networking and repair • Shipboard installation methods and procedures
Raytheon Company Missile Systems	KW Microwave	• Product testing capabilities over temperature extremes • Automated electrical testing
Raytheon Company Systems Group	Balo Precision Parts	• Hardware and software for SPC Network and document imaging network • Programming for statistical and data collection analysis • DOE testing and inspection techniques • Design experience in aluminum-silicon-carbide
Raytheon Company Systems Group	Minco Technology Labs	• LAN installed with customer remote access • Quality America software installed • Document and imaging network installed
Raytheon Company TI Systems	Choctaw Nation Finishing Company	• Sheet metal fabrication and assembly capabilities acquired • Competencies in metal fabricating, mill spec painting
SAIC	Advanced Integrated Management Services	• DMS installed
Stewart & Stevenson Services Tactical Vehicle Systems Division	Delta Enterprises (Electro National Corporation)	• CAD
Sverdrup Technology Corp.	Analytical Services	• Enhanced systems engineering through transfer of personnel
Timken	Ohio Tech Manufacturing & Distributors	• Sodium hydroxide new product • Packing and strapping (new products)
TRW Space & Electronics Group	Electronic Specialty Corp.	• Source for T05 relays • Reduced manufacturing cycle time • Assembly instructions revised
TRW Space & Electronics Group	Frontier Electronic Systems Corporations	• Expertise in developing processes and procedures for design • Only manufacturer qualified in Oklahoma to build space flight hardware
United Defense LPSTET	Sioux Manufacturing Corp.	• New metal fabrication technology • Training for metal fabrication, sheet metal fabrication and welding, industrial engineers
Vought Aircraft Company A Subsidiary of Northrop Grumman	Witter Manufacturing	• Enhanced manufacturing techniques for in-flight aircraft electrical wire cable harnesses • Ability to operate Hughes tester
Woodward-Clyde Federal Services	Natural Resources Consulting Engineers (NRCE)	• Geotechnical and project management systems

## **Appendix VII**

### **Business Infrastructure Gained At 55 Protégé Companies**

## Business Infrastructure Gained at 55 Protégé Companies

Mentor	Protégé	Business Infrastructure Gained
ABB Environmental Services	Dycus	<ul style="list-style-type: none"> <li>• HR manual</li> <li>• Finance and administration manual</li> <li>• Marketing materials</li> </ul>
BDM International	Artel	<ul style="list-style-type: none"> <li>• Corporate Executive Compensation plan</li> <li>• Web page development</li> </ul>
Bechtel Environmental	Hong Environmental	<ul style="list-style-type: none"> <li>• Cost control tools/cost-performance schedule integrated into practice</li> </ul>
Bell Helicopter Textron	Precise Hydraulics	<ul style="list-style-type: none"> <li>• Occupational health</li> <li>• Production, inventory planning</li> <li>• Quality systems</li> <li>• CNC programming</li> <li>• Management training</li> <li>• Cost accounting, business systems, procurement enhanced</li> <li>• Marketing/contract management</li> </ul>
Bell Helicopter Textron	Systems Research and Development, Corp.	<ul style="list-style-type: none"> <li>• Peachtree Accounting software training</li> <li>• Microsoft Project training</li> </ul>
Bell Helicopter Textron	Aurora Casting & Engineering	<ul style="list-style-type: none"> <li>• EC installed</li> <li>• Inventory management plan</li> </ul>
Bell Helicopter Textron	Manufacturing Development	<ul style="list-style-type: none"> <li>• Electronic commerce capability</li> </ul>
Boeing Defense and Space Group	Pyro Media	<ul style="list-style-type: none"> <li>• Safety plan</li> <li>• Quality assurance manual</li> </ul>
Booz-Allen & Hamilton	Engineering Systems Consultants (ESC)	<ul style="list-style-type: none"> <li>• Enhanced finance and accounting system</li> <li>• Strategic planning document</li> <li>• Draft procedures and policies manual</li> </ul>
Booz-Allen & Hamilton	Applied Quality Communications	<ul style="list-style-type: none"> <li>• Development of strategic plan</li> <li>• Business development action plan</li> </ul>
Booz-Allen & Hamilton	FC Business Systems	<ul style="list-style-type: none"> <li>• Revision of employee bonus plan</li> <li>• Business infrastructure plan</li> </ul>
Booz-Allen & Hamilton	ICRC Energy	<ul style="list-style-type: none"> <li>• HR policy manual development</li> <li>• Corporate capabilities brochure developed</li> </ul>
Booz-Allen & Hamilton	ComputerCraft Corporation	<ul style="list-style-type: none"> <li>• Final drafts of corporate personnel job descriptions and corporate personnel appraisal system</li> </ul>
Booz-Allen & Hamilton	Proxicom	<ul style="list-style-type: none"> <li>• Infrastructure development action plan</li> <li>• Developed affirmative action plan</li> </ul>
Earth Tech	TN & Associates	<ul style="list-style-type: none"> <li>• DCAA approved accounting system</li> <li>• Quality assurance/Quality control</li> <li>• Corporate communications</li> </ul>
Earth Tech	Jones Technologies	<ul style="list-style-type: none"> <li>• HR EEO manual</li> <li>• Network configuration</li> <li>• Deltek accounting system</li> </ul>
Earth Tech	Entech	<ul style="list-style-type: none"> <li>• GPS systems training</li> </ul>
Eastman Kodak Co.	McDonald Technologies International	<ul style="list-style-type: none"> <li>• Cost savings achieved as a result of improved quality and better trained staff</li> </ul>
EG&G, Inc. Florida	Foothill Engineering Consultants	<ul style="list-style-type: none"> <li>• Marketing brochure</li> </ul>

### Business Infrastructure Gained at 55 Protégé Companies (contd.)

<b>Mentor</b>	<b>Protégé</b>	<b>Business Infrastructure Gained</b>
Foster Wheeler Environmental Corp.	Nobis Engineering	<ul style="list-style-type: none"> <li>• DCAA certified accounting systems</li> <li>• Marketing and business plan</li> <li>• Corporate capabilities video</li> <li>• President attended minority business executive program at Dartmouth</li> </ul>
Foster Wheeler Environmental Corp.	Desmear Systems	<ul style="list-style-type: none"> <li>• DCAA certified accounting systems</li> <li>• OSHA</li> </ul>
Foster Wheeler Environmental Corp.	Zambrana Engineering	<ul style="list-style-type: none"> <li>• GPS capabilities</li> </ul>
GDE Systems	Technetics	<ul style="list-style-type: none"> <li>• Electronic Data Interchange (EDI)</li> <li>• SPC Control</li> </ul>
GE Aircraft Engines	Andrews Laser Works Corporation	<ul style="list-style-type: none"> <li>• Strategic business plan developed</li> <li>• Developed operator certification plan</li> </ul>
GE Aircraft Engines	Ferco Tech	<ul style="list-style-type: none"> <li>• Strategic business plan developed</li> <li>• Reduced cycle time in order processing</li> </ul>
Hughes Aircraft Company Missile Systems	Summa Technology	<ul style="list-style-type: none"> <li>• Restructuring of costs to become more competitive</li> </ul>
Jacobs Engineering Group	Scientific Sales (SSI)	<ul style="list-style-type: none"> <li>• Development of in-house quality program</li> <li>• More competitive pricing</li> <li>• Enhanced custom reporting capabilities</li> </ul>
Law Engineering and Environmental Svcs	Omega Environmental	<ul style="list-style-type: none"> <li>• Accounting system development/finance</li> <li>• Marketing and business management</li> <li>• SOPs on quality, health and safety</li> </ul>
Lockheed Martin Aeronautical Systems	C.A. Spalding	<ul style="list-style-type: none"> <li>• Safety and environmental requirements</li> <li>• SBC Quality techniques</li> <li>• Direct and indirect rate review</li> <li>• GFP management</li> <li>• Business plan</li> </ul>
Lockheed Martin Aeronautical Systems	Enqnetics	<ul style="list-style-type: none"> <li>• Deliveries on schedule and unit price 70% lower</li> <li>• Manufacturing plan</li> </ul>
Lockheed Martin Automation Systems	End to End	<ul style="list-style-type: none"> <li>• Automation of management engineering accounting, bid and proposal and contracts administration</li> <li>• Deltek</li> <li>• Novell LAN</li> <li>• SOPs and Quality Assurance manual</li> </ul>
Lockheed Martin Automation Systems	Industrial Data Link Corporation	<ul style="list-style-type: none"> <li>• Financial rate analysis to optimize pricing structure</li> </ul>
Lockheed Martin	TLC Precision Wafer Tech	<ul style="list-style-type: none"> <li>• Property management and strategic plans</li> <li>• Finance and accounting assistance</li> <li>• Web page development</li> </ul>
Lockheed Martin	Atlas Engineering	<ul style="list-style-type: none"> <li>• Budgeting and financial systems</li> <li>• Inventory and office setup</li> </ul>
Lockheed Martin	A&T Systems	<ul style="list-style-type: none"> <li>• Established board of advisors</li> <li>• New business plan</li> <li>• Dedicated proposal shop created</li> </ul>
Lockheed Martin Federal Systems -- Oweqo	S&W Innovative Solutions	<ul style="list-style-type: none"> <li>• Web site created</li> <li>• Time and attendance reporting</li> <li>• Microsoft Project</li> <li>• EDI software training/travel</li> </ul>
Lockheed Martin	Pioneer Machine & Tooling Co.	<ul style="list-style-type: none"> <li>• Revised Quality Manual</li> <li>• Improved inspection procedures</li> <li>• Development of sub-tier suppliers</li> <li>• Documentation for manufacturing process</li> </ul>

### Business Infrastructure Gained at 55 Protégé Companies (contd.)

<b>Mentor</b>	<b>Protégé</b>	<b>Business Infrastructure Gained</b>
Lockheed Martin Vought Systems	Técnico Corporation	<ul style="list-style-type: none"> <li>• Quality systems documentation</li> </ul>
MCI Telecommunications Corporation	Dynamic Cable Construction Co.	<ul style="list-style-type: none"> <li>• Increased bidding opportunities</li> </ul>
Northrop Grumman Corp.	The ENSER Corporation	<ul style="list-style-type: none"> <li>• Business plan</li> <li>• Strategic plan</li> <li>• Marketing plan</li> </ul>
Northrop Grumman Corp.	Aero Chip	<ul style="list-style-type: none"> <li>• Business and marketing plan</li> <li>• Estimating system developed</li> </ul>
OHM Remediation Services Corporation	Deerinwater Environmental Services	<ul style="list-style-type: none"> <li>• Enhanced marketing materials and proposal techniques</li> <li>• Completed 1997 marketing plan</li> <li>• Developed company health and safety program</li> </ul>
OHM Remediation Services Corporation	G&C Environmental Services	<ul style="list-style-type: none"> <li>• Business plan development</li> </ul>
Q.E.D. Systems	S3 Software Systems Standard Ltd.	<ul style="list-style-type: none"> <li>• Administration (records management and contract management)</li> </ul>
Raytheon Company Missile Systems Division	KW Microwave	<ul style="list-style-type: none"> <li>• Production cycle from 14 weeks to 17 weeks</li> </ul>
Raytheon Company TI Systems	Choctaw Nation Finishing Company	<ul style="list-style-type: none"> <li>• TQM</li> </ul>
SAIC	Paradiqm Technologies	<ul style="list-style-type: none"> <li>• Deltec Entry Level Single Use accounting system purchased by mentor</li> </ul>
Stewart & Stevenson Services Tactical Vehicle Systems Division	Delta Enterprises (Electro National Corporation)	<ul style="list-style-type: none"> <li>• Plant-wide computerization</li> </ul>
Timken	Ohio Tech Manufacturing & Distributors	<ul style="list-style-type: none"> <li>• Debt reduced from \$750K to \$221K</li> <li>• Monthly incentive schedule established</li> <li>• Increase in average on-time delivery</li> <li>• Marketing and business plan</li> <li>• Performance incentive passed on to employees</li> <li>• Sales training manual</li> </ul>
TRW Space & Electronics Group	Frontier Electronic Systems Corporations	<ul style="list-style-type: none"> <li>• Cost management</li> <li>• Stabilized work force</li> </ul>
TRW Space & Electronics Group	Electronic Specialty Corp.	<ul style="list-style-type: none"> <li>• Instituted clean manufacturing environment</li> </ul>
United Defense LPSTET	Sioux Manufacturing Corp.	<ul style="list-style-type: none"> <li>• Able to become almost completely vertically integrated (nearly 8(a))</li> </ul>
Vought Aircraft Company	Witter Manufacturing	<ul style="list-style-type: none"> <li>• Development of marketing plan and update of brochures</li> </ul>
Woodward-Clyde Federal Services	Natural Resources Consulting Engineers	<ul style="list-style-type: none"> <li>• DCAA Accounting Compliance</li> <li>• Determination of forward pricing rates</li> <li>• OSHA training</li> </ul>
Woodward-Clyde Federal Services	NFT	<ul style="list-style-type: none"> <li>• Realistic budgets and pricing proposals development</li> </ul>

## **Appendix VIII**

### **New Markets Realized At 42 Protégé Companies**

### New Markets Realized at 42 Protégé Companies

Mentor	Protégé	New Markets Realized
BDM International	Artel	<ul style="list-style-type: none"> <li>• GSA schedule contract (mentor coached)</li> </ul>
Bechtel Environmental	Hong Environmental	<ul style="list-style-type: none"> <li>• Pease and other AF facilities in long-term operations and monitoring of treatment plants</li> </ul>
Bell Helicopter Textron	Aurora Casting & Engineering	<ul style="list-style-type: none"> <li>• Aerospace accounts: Northrup Grumman commercial and military</li> </ul>
Bell Helicopter Textron	Manufacturing Development	<ul style="list-style-type: none"> <li>• Major Aerospace Accounts: Northrup Grumman, McDonnell Douglas, Boeing Commercial</li> </ul>
Booz-Allen & Hamilton	Dynamic Resources	<ul style="list-style-type: none"> <li>• Mentor/Protégé team as subcontractor to Lockheed on Air Force meteorological contract</li> <li>• Joint proposal to NIH</li> <li>• State of Georgia</li> </ul>
Booz-Allen & Hamilton	Dynamic Resources	<ul style="list-style-type: none"> <li>• Mentor/Protégé team as subcontractor to Lockheed on Air Force meteorological contract</li> <li>• Joint proposal to NIH</li> </ul>
Booz-Allen & Hamilton	Proxicom	<ul style="list-style-type: none"> <li>• Solicitation from American Express for Web support</li> </ul>
Borg-Warner Protective Service	AeroTech Service	<ul style="list-style-type: none"> <li>• As a result of being better trained protégé has increased business outside DoD</li> </ul>
Brown & Root Environmental	MELE Associates	<ul style="list-style-type: none"> <li>• NASA/Goddard</li> <li>• DOE</li> </ul>
Earth Tech	TN & Associates	<ul style="list-style-type: none"> <li>• From small-engineering to 6-facility firm with multiple service lines (remediation, facilities engineering, environmental services and water/wastewater engineering)</li> <li>• Air Force, US Army Corps of Engineers, DoE, US EPA</li> </ul>
Earth Tech	Entech	<ul style="list-style-type: none"> <li>• USDA</li> </ul>
EG&G, Inc. Florida	Foothill Engineering Consultants	<ul style="list-style-type: none"> <li>• Team player on 3 major contracts</li> </ul>
GE Aircraft Engines	Ferco Tech	<ul style="list-style-type: none"> <li>• Expanded business line to include tubing</li> <li>• Received \$4.9M in orders (\$3.2M commercial, the rest military)</li> </ul>
GE Aircraft Engines	Andrews Laser Works Corporation	<ul style="list-style-type: none"> <li>• No commercial business prior to FY96; \$1.2M. in 1997</li> </ul>
Hardina Lawson Associates	LEE & RO Consulting Engineers	<ul style="list-style-type: none"> <li>• Travis AFB through mentor introduction</li> </ul>
Honeywell Military Avionics	K-W Products	<ul style="list-style-type: none"> <li>• Liaison/performance reference for other Honeywell and external customers</li> </ul>
Hughes Aircraft Company Missile Systems	Summa Technology	<ul style="list-style-type: none"> <li>• GMC—commercial locomotive work</li> </ul>
Hughes Aircraft Company	Kuchera Defense Systems	<ul style="list-style-type: none"> <li>• Northrup Grumman</li> <li>• Other defense prime contractors</li> <li>• 10% commercial business</li> </ul>
International Technology Corporation	Pedro Panzardi & Associates	<ul style="list-style-type: none"> <li>• Mentor gained access to market in Puerto Rico</li> </ul>
Jacobs Engineering Group	Scientific Sales (SSI)	<ul style="list-style-type: none"> <li>• Other geographic markets to offset decline in local business</li> <li>• Protégé's environmental business grown from 3% to 33% of total gross revenue</li> <li>• Rental/repair market</li> </ul>
Law Engineering and Environmental Services	Omega Environmental	<ul style="list-style-type: none"> <li>• Sales have increased (commercial and federal) from \$2 to \$8 million</li> </ul>

**New Markets Realized at 42 Protégé Companies (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>New Markets Realized</b>
Lockheed Martin Aeronautical Systems	Enigetics	<ul style="list-style-type: none"> <li>• Abrasive water jet technology will provide new markets</li> <li>• Now a supplier for major aircraft structures</li> </ul>
Lockheed Martin Aeronautical Systems	C.A. Spalding	<ul style="list-style-type: none"> <li>• DOW-UT \$1.3M composite business</li> </ul>
Lockheed Martin Automation Systems	End to End	<ul style="list-style-type: none"> <li>• Navy \$1.8 million single source in '96</li> </ul>
Lockheed Martin Federal Systems	A&T Systems	<ul style="list-style-type: none"> <li>• Department of the Treasury \$15M contract</li> </ul>
Lockheed Martin Federal Systems	S&W Innovative Solutions	<ul style="list-style-type: none"> <li>• Training services to Army Ft. Drum, NY</li> <li>• Fiber optic and cable installation for army</li> <li>• IDIQ task order from NY State Taxation and Finance</li> <li>• NY State higher education</li> </ul>
Lockheed Martin Government Electronics	Pioneer Machine & Tooling Co.	<ul style="list-style-type: none"> <li>• Boeing and Lockheed</li> </ul>
ManTech International Corp.	Marada Corporation	<ul style="list-style-type: none"> <li>• DoE</li> <li>• DoJ</li> <li>• Dept. of Commerce</li> <li>• EG&amp;G, ANSER, MPL Pace Tec</li> </ul>
Morrison Knudsen Corporation	Material Management Group	<ul style="list-style-type: none"> <li>• \$3.3M contract awarded by the City of New Orleans</li> </ul>
Newport News Shipbuilding	Xeno Technix	<ul style="list-style-type: none"> <li>• Through NNS introductions received commitment of \$2.5M purchasing order to supply engineering services</li> </ul>
Northrop Grumman Corp.	The ENSER Corporation	<ul style="list-style-type: none"> <li>• Army, DLA Supplier</li> <li>• Raytheon, Boeing, Sandia</li> </ul>
Parsons Engineering Science	BAT Associates	<ul style="list-style-type: none"> <li>• As a result of teaming, Master Ordering Agreements established for government contracts in Huntsville, Savannah and Ft. McPherson</li> </ul>
Pratt & Whitney	Alphatech Systems	<ul style="list-style-type: none"> <li>• Cabling and harness market</li> </ul>
Q.E.D. Systems	S3 Software Systems Standard Ltd.	<ul style="list-style-type: none"> <li>• Digital imaging and conversion market</li> </ul>
Raytheon Company Missile Systems	KW Microwave	<ul style="list-style-type: none"> <li>• Expanded opportunities with other large DoD contractors: GE, Teledyne, Litton</li> <li>• Increased commercial business from 15% to 30% of gross receipts</li> <li>• Qualified supplier for HARM missile containers</li> </ul>
Raytheon Company TI Systems	Choctaw Nation Finishing Company	<ul style="list-style-type: none"> <li>• Qualified supplier for HARM missile containers</li> </ul>
SAIC	Paradiqm Technologies	<ul style="list-style-type: none"> <li>• Hampton VA area due to use of SAIC spaces there</li> <li>• DARPA</li> </ul>
Stewart & Stevenson Services Tactical Vehicle Systems Division	Delta Enterprises (Electro National Corporation)	<ul style="list-style-type: none"> <li>• US Navy, US Air Force</li> </ul>
Sverdrup Technology Corp.	Analytical Services	<ul style="list-style-type: none"> <li>• Air Force business through subcontract with mentor</li> </ul>
Timken	Ohio Tech Manufacturing & Distributors	<ul style="list-style-type: none"> <li>• Packaging materials for bearing plants</li> </ul>
TRW Space & Electronics Group	Frontier Electronic Systems	<ul style="list-style-type: none"> <li>• Strategic partnerships with Boeing, McDonnell Douglas</li> <li>• Hewlett Packard</li> <li>• Developed process for NASA</li> </ul>
TRW Space & Electronics Group	Luna Defense Systems	<ul style="list-style-type: none"> <li>• Douglas prime contract with TRW as a sub</li> </ul>

## **Appendix IX**

### **Other Assistance Information Provided By 49 Protégé Companies**

### Other Assistance Information Provided by 49 Protégé Companies

Mentor	Protégé	Other Information
ANSER	Bridge Enterprises	• Equipment
Bechtel Environmental	Hong Environmental	• Protégé given responsibility for closure of Dump 001 and came in a month ahead of schedule and \$400K under budget
Bell Helicopter Textron	Systems Research & Development	• Silicon Graphics workstation—purchased and installed • STU classified telephone and fax
Boeing Defense and Space Group	Pyro Media	• Training equipment
Brown & Root Environmental	MELE Associates	• Supplied furnished office space for 1.5 years
Dames & Moore	Montemayor	• Office space telephone, fax
Dames & Moore	TapanAm Associates	• Equipment
Digital Equipment Corp.	Springboard Technology Corp.	• Forgave loan and rent of \$2.6M • Progress payments • Donated and purchased equipment
Eastman Kodak Co.	McDonald Technologies Intl.	• Protégé has built an additional facility • During 1995 and 1996 defective parts per million went from 9,000 to less than 800. Processing speed increased by 6%.
Eastman Kodak Co.	Chahta Enterprises	• Money for necessary manufacturing tools and transfer of tools and fixtures
Electronic Warfare Associates	Azimuth	• Progress payments
Foster Wheeler Environmental Corp.	Ageiss Environmental Group	• Training provided during employee brownbag lunches
GDE Systems	Technetics	• Progress payments, donated equipment, purchased equipment
GE Aircraft Engines	Ferco Tech	• \$7K furnace donated
Harding Lawson Associates	LEE & RO Consulting Engineers	• Joint effort prior to M/P start earned engineering excellence award from American Consulting Engineers Council of Colorado
Honeywell Military Avionics	K-W Products	• Provided surplus office and shop equipment • Provided computers and printers with Microsoft software
Hughes Aircraft Company Missile Systems	Summa Technology	• Loans • Progress payments • Lower indirect costs
Hughes Aircraft Company	Kuchera Defense Systems	• Supplier of the Year award
ICF Kaiser	Engineering Technologies Associates	• Joint teaming for TERC Army contract resulted in \$1.4M
Johnson Controls	Norcor Technologies	• Loan and progress payments
Law Engineering and Environmental Services	Omega Environmental	• Protégé opened new office in Dallas, TX
Levine-Fricke-Recon	The Ellington Group	• Weekly progress payments to support the cash flow
Lockheed Martin Aeronautical Systems	Enqnetics	• Advance payments • Equipment

**Other Assistance Information Provided by 49 Protégé Companies (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Other Information</b>
Lockheed Martin Aeronautical Systems	C.A. Spalding	<ul style="list-style-type: none"> <li>• Progress payments</li> <li>• Established business in Mexico to manufacture bicycle and aircraft parts</li> </ul>
Lockheed Martin Automation Systems	End to End	<ul style="list-style-type: none"> <li>• Consolidated into improved facilities</li> <li>• Progress payments</li> </ul>
Lockheed Martin	TLC Precision Wafer Tech	<ul style="list-style-type: none"> <li>• Advance and progress payments</li> </ul>
Lockheed Martin	Atlas Engineering	<ul style="list-style-type: none"> <li>• Equipment: used computers, soldering equipment, file cabinets, test equipment</li> </ul>
Lockheed Martin	Garcia Consulting (GCI)	<ul style="list-style-type: none"> <li>• Mentor Protégé joint SBIR contract for development of software tools for SPAWAR 96</li> </ul>
Lockheed Martin	Pioneer Machine & Tooling Co.	<ul style="list-style-type: none"> <li>• Installation of equipment</li> <li>• Procurement of equipment: CAD-CAM system, computer network system, inspection equipment, metal forming and fabrication equipment</li> </ul>
Lockheed Martin	Digicomp Research Corp.	<ul style="list-style-type: none"> <li>• Progress payments</li> </ul>
Lockheed Martin Vought Systems Corporation	Técnico Corporation	<ul style="list-style-type: none"> <li>• Progress payments</li> </ul>
ManTech International Corp.	Marada Corporation	<ul style="list-style-type: none"> <li>• Protégé began with 5 SIC codes and increased to 32</li> <li>• Progress payments</li> </ul>
McDonnell Douglas Aerospace	Aero-Fab Corporation	<ul style="list-style-type: none"> <li>• Loans and equipment</li> </ul>
McDonnell Douglas Technologies Division	Technology Management	<ul style="list-style-type: none"> <li>• Mentor assisted protégé in establishing Contract Labor Division in Mesa, AZ</li> </ul>
Morrison Knudsen Corporation	Material Management Group	<ul style="list-style-type: none"> <li>• Mentor started new program "Stratus" for SDBs around the country</li> </ul>
Northrop Grumman Corp.	Aero Chip	<ul style="list-style-type: none"> <li>• Donated office equipment and manufacturing equipment</li> <li>• Vehicles donated</li> </ul>
Northrop Grumman Corp.	DFP Manufacturing Corp.	<ul style="list-style-type: none"> <li>• Loans of \$600K and donated, purchased and upgraded manufacturing equipment (which protégé claims caused financial problems due to needed repairs)</li> <li>• Facility improvements/upgrades</li> <li>• Computer equipment, modem, fax, view graph machine</li> </ul>
Northrop Grumman Corp.	BEOWULF Corporation	<ul style="list-style-type: none"> <li>• Progress payments</li> <li>• Purchased equipment</li> </ul>
OHM Remediation Services Corporation	Deerinwater Environmental Services	<ul style="list-style-type: none"> <li>• Facilitated increase in line of credit</li> </ul>
Owens & Minor Medical	Kerma Medical Products	<ul style="list-style-type: none"> <li>• Credits are not being taken against this agreement</li> <li>• Progress payments</li> <li>• Protégé indicates increased business and earnings with no figures</li> </ul>
Q.E.D. Systems	S3 Software Systems Standard Ltd.	<ul style="list-style-type: none"> <li>• Listing in VA Business magazine's Fast 50</li> <li>• Recognition by Hampton Roads Chamber of Commerce as one of the "Rising 25 Companies" (1996)</li> <li>• Ranked 312 by Hispanic Business Magazine's 500</li> </ul>
Raytheon Company Missile Systems Division	KW Microwave	<ul style="list-style-type: none"> <li>• Equipment/process engineering upgrades</li> </ul>

**Other Assistance Information Provided by 49 Protégé Companies (contd.)**

<b>Mentor</b>	<b>Protégé</b>	<b>Other Information</b>
Raytheon Company Systems Group	Balo Precision Parts	<ul style="list-style-type: none"> <li>• Procurement and installation of CAD/CAM system</li> <li>• Benchtop CNC milling machine provided</li> </ul>
Raytheon Company Systems Group	Minco Technology Labs	<ul style="list-style-type: none"> <li>• Equipment upgrades</li> </ul>
Raytheon Company TI Systems	Choctaw Nation Finishing Company	<ul style="list-style-type: none"> <li>• Facility growth from 10,000 to 90,000 sq. feet</li> <li>• Texas Instrument Minority Supplier of the Year award</li> <li>• Texas Instrument Supplier of Excellence award</li> <li>• Progress payments</li> </ul>
Rockwell International Corp.	Datamagnetics	<ul style="list-style-type: none"> <li>• Deferred payment for surplus equipment</li> <li>• Equipment loaned</li> </ul>
Sikorsky Aircraft Corporation	Bar-Pat Manufacturing Co.	<ul style="list-style-type: none"> <li>• Equipment installation</li> </ul>
Vought Aircraft Company	Witter Manufacturing	<ul style="list-style-type: none"> <li>• Loans of approximately \$183K, equipment</li> <li>• Provided opportunity to participate in "Access '96" procurement conference and supplied promotional materials, business cards, brochures and display materials</li> </ul>
Woodward-Clyde Federal Services	NFT	<ul style="list-style-type: none"> <li>• Mentor awareness of SDB limitations results in increased tolerance and training</li> </ul>

**DoD Office of Small and Disadvantaged Business Utilization  
Mentor-Protégé Program**

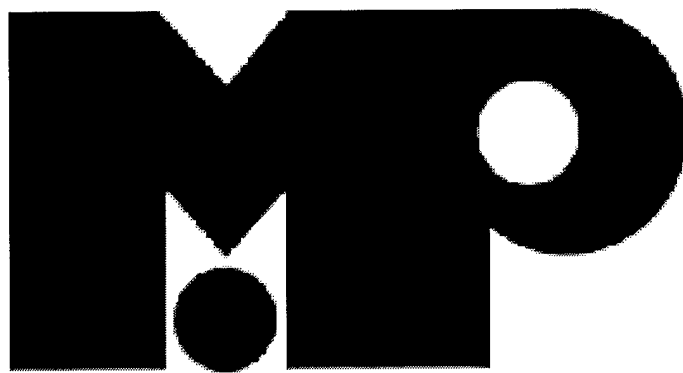
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**Preliminary Report on the DoD  
Mentor-Protégé Program**

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Results of the Survey of the DoD Mentor-Protégé Files

**DEPARTMENT OF DEFENSE**



**MENTOR-PROTEGE PROGRAM**

JUNE 1998

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